S. HRG. 100-888

NATIONAL COMMISSION ON HUMAN RESOURCES ACT

HEARING

BEFORE THE

SUBCOMMITTEE ON EDUCATION, ARTS AND HUMANITIES

OF THE

COMMITTEE ON LABOR AND HUMAN RESOURCES UNITED STATES SENATE

ONE HUNDREDTH CONGRESS

SECOND SESSION

ON

S.J. Res. 368

TO ESTABLISH A NATIONAL COMMISSION ON HUMAN RESOURCES

SEPTEMBER 29, 1988

Printed for the use of the Committee on Labor and Human Resources

U.S. GOVERNMENT PRINTING OFFICE

90-312 WASHINGTON : 1988

For sale by the Superintendent of Documents, Congressional Sales Office
U.S. Government Printing Office, Washington, DC 20402

S541-13

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NATIONAL COMMISSION ON HUMAN RESOURCES ACT

THURSDAY, SEPTEMBER 29, 1988

U.S. SENATE,
SUBCOMMITTEE ON EDUCATION, ARTS AND HUMANITIES,
OF THE COMMITTEE ON LABOR AND HUMAN RESOURCES,
Washington, DC.

The subcommittee met, pursuant to notice, at 10:02 a.m., in Room 430, Dirksen Senate Office Building, Senator Claiborne Pell (Chairman of the subcommittee) presiding.

Present. Senators Pell and Stafford.

OPENING STATEMENT OF SENATOR PELL

Senator PELL. The Subcommittee on Education, Arts and Humanities will come to order.

Our hearing today is to receive testimony about legislation to establish a National Commission on Human Resources. This legislation is cosponsored in the Senate by Mr. Gore, the Senator from Tennessee. The Commission will be charged with the responsibility of advising Congress, the President and the American public on policies and programs designed to facilitate the attainment of full human potential.

I really believe that no nation can afford to ignore what it may gain from positively promoting policies and programs designed to increase personal excellence and human potential in the largest possible number of its citizens.

Put in a negative context, if we do not get the best out of our most important natural resource, our people, if we do not ferret out their potentials and develop them to the utmost, we are not going to come up with solutions to the vast, very life ending problems our earth faces. Also, without full development the ability and will to implement difficult solutions would be lacking.

Congressman Waxman, has introduced a companion measure in the House of Representatives, cosponsored by Congresswoman Schneider and Congressman Levine, to establish this commission. Mr. Waxman has noted that the preeminent purpose of fulfillment of human potential is to solve the problems that separate people, to cooperate in the broadest interest of human kind, strengthen world peace, tolerance, fundamental human rights, and promote economic and social progress and well-being for all peoples.

This is a tall order. But we know that trying to operate the nation's state system with a lesser agenda has proven often to be dangerously dysfunctional and ineffective. Speaking more personally, I

cannot imagine a hearing that I look forward to as much as this one, having the interest that I do in the development of human potential. But this is also a sad occasion because it is the last hearing that the old firm of Stafford and Pell or Pell and Stafford, depending on the vagaries and whims of the political fortunes, will be participating in together. So I would now turn to the ranking Minority Member, with special sadness, this being our last hearing.

OPENING STATEMENT OF SENATOR STAFFORD

Senator STAFFORD. Thank you, Mr. Chairman.

I feel the same way. Interestingly enough, I had dinner with a group on Monday night whose motto for a conference I was attending that evening was "focus on the potential." So I think it is particularly appropriate that I am able to come to this meeting. And I think that you and I, Mr. Chairman, over the years have tried to focus on the potential.

Since this is the last meeting—and I would want it to be as close as all the others we have had, I would ask unanimous consent that I be added as a cosponsor to the bill with Senator Gore

Senator PELL. Thank you very much. It will be done.

Senator STAFFORD. Thank you. I do have to say that it has been a great pleasure working with you through the years. I am delighted you will be here to continue the work, and I will not be quiet back in Vermont if I think I can be of any assistance.

Senator PELL. Thank you very much.

We have five witnesses today. We invite all of you to come up to the table so that there can be a little bit more of a dialogue back and forth. What I thought was that each of you would talk for five minutes or so. I think in view of the smallness of the gathering, we do not have to use the bells. Questioning will follow your opening statements. If any of you disagree with each other, it would be nice if you jumped in and said how you disagree and how you think we could move ahead.

The first witness I call today is Mr. T George Harris, the Editor-in-Chief of Psychology Today Magazine and the American Health Magazine from New York. If Mr. Harris would lead off, we would be very grateful indeed.

STATEMENTS OF T GEORGE HARRIS, EDITOR-IN-CHIEF, PSYCHOLOGY TODAY MAGAZINE AND AMERICAN HEALTH MAGAZINE, NEW YORK, NY; WILLIS B. GOLDBECK, PRESIDENT, WASHINGTON BUSINESS GROUP ON HEALTH, WASHINGTON, DC; HERBERT BENSON, ASSOCIATE PROFESSOR OF MEDICINE, HARVARD MEDICAL SCHOOL, AND CHIEF, SECTION ON BEHAVIORAL MEDICINE, NEW ENGLAND DEACONESS HOSPITAL, BOSTON, MA; ROBERT L. SCHWARTZ, FOUNDER, TARRYTOWN CONFERENCE CENTER, NEW YORK, NY; AND MARKLEY ROBERTS, ECONOMIST, DEPARTMENT OF ECONOMIC RESEARCH, AFL-CIO, WASHINGTON, DC

Mr. HARRIS. Thank you, Mr. Chairman.

It is indeed an honor to be here today, especially along with this remarkable batch of people, most of whom I have worked with over the years. I think you have brought together people who have de-

voted a good part of their lives to understanding the prospects that you are raising.

Let me just say quickly that if I may enter into the record some notes that I have put together—like Ralph Nader, I've made a lot of typeovers that I trust we will have a chance to correct.

The essential first point for me is the evidence of an overwhelming concern on the part of the American people for this kind of commission. One of the lines of evidence I have worked on over the last six years has been the use of the Gallup Poll to measure people's desire to develop their own capacities.

The most obvious form of that passion in American life is what is called the health and fitness movement, which I think is easily misunderstood as people trying to live forever. Our data suggest that longevity is not so important. Unless you are fairly close to the door, you are not spending a lot of time worrying on how long you are going to be here. But there is this passionate concern on the part of the typical American for functioning at his or her best.

Senator Proxmire is not the only jogger in the world or the only person into exercise. But among those who are, we find—which is now nearly two thirds of the American population counting walking and biking—there is this question of why they are there. We have looked at it in a lot of different ways.

About 61 percent are there because they want more energy to be at their best in their working lives. About half of them are there because they want to look better. In most of the indicators that we get, up to about 43 percent of Americans are taking exercise because they want to be more creative on the job.

Now, that is a typical American. That is not some specialized group like a Member of the Senate or reader of a magazine. This concern for being at your best has never been higher. And I am convinced we're seeing the work ethic at its fiercest level in American history. There is pretty good evidence from other sources.

As you know, the amount of time that people spend on leisure has been declining sharply. We had a period when David Riesman and other sociologists wanted to study the problem of leisure. That no longer is on the agenda because the problem we have got is people functioning at the limit. The pressures of time and the opportunity to be at their best has become an overwhelming concern.

Another line of questions that seem to me to be important for the Human Resources Commission: is there evidence that we can begin to produce a difference with the new research now available? And I think Dr. Benson's work is overwhelming evidence that we can make an extraordinary difference in people's lives with the techniques now available. Some are as old as human memory, like prayer, but tend to get lost in the current pressures.

We now beginning to get research that focuses on such things as people's capacity to help each other. In fact, the most exciting vein of research that has turned up recently is altruism. We are looking creatively at creativity for the first time. This field has been covered a lot in the past but in very uncreative ways. It is beginning to pay off in data that tell us important things.

We are beginning, Mr. Chairman, to have very earthy kinds of discoveries. For instance, there has been an argument among runners and athletes for a long time, does exercise improve your

sexual life or harm it? But nobody has really studied that problem scientifically, until a man named Dr. Phillip Whitten. I have the paper in my pocket. And I was fascinated reading on the plane on the way down. The answer is: Yes, exercise if overdone does reduce people's sexual activities, yes, moderation at a low threshold improves our sexual lives to the point that people in their fifties and sixties, my bracket, have sexual lives very much like people in their twenties and thirties who do not take exercise.

In other words, there is about a twenty year saving, seven times as much—I think "coital frequency" is the technical term, on the part of people in their fifties and sixties who take moderate exercise—but not overdoing it—as those who do not workout.

Senator STAFFORD. Is there anything about people in their seventies?

Mr. HARRIS. Yes, sir. We have evidence on that. And I would reassure you that it is a fascinating body of literature and one that should be passed on to the American public by a helpful Senate.

There is also another line of earthy evidence. For instance, people in the upper age brackets tend to go into nursing homes. Two thirds of them go in when they run into one really crushing event, and that is incontinence. The brown embarrassment upsets them to a point where their families cannot stand it either. Well, I have a cousin, an M.D. psychiatrist, who is doing first-rate research in this field. And she has been able to show that a set of exercises called kagels can end that problem almost automatically. Those sphinchter muscles like other muscles respond to use. And she has been able to change people's lives quite dramatically both in that kind of way and in ways that affect other behaviors that we have already been talking about.

What I am suggesting is that $190 billion spent between '48 and now in public and private researches on human innards is now paying off. It's the first time mankind has poured a lot of money and consistent effort into systematic knowledge about himself. We now have a remarkable body of new information that can transform people's lives in this generation in ways that we have not begun to use—in very earthy ways, in very important cognitive ways, and in ways that can make a huge difference. A commission such as the one that you are proposing will become a major national clearinghouse for greater study and understanding of precisely these opportunities.

Thank you, sir.

[The prepared statement of T George Harris follows:]

U.S. Senate Subcommittee on Education, Arts and Humanities, S.J. Res 368, for a National Commission on Human Resources Act

Testimony, T George Harris

There's a lot of folklore about how hard people used to work, some of it true. Back in the 'Thirties when I was a boy on a small Kentucky farm, we worked from sun to sun. In fact, we'd do a little more than that. We generally got up before daybreak, between 4:30 and 5 o'clock, to milk about eight cows. Come spring, I liked the cold days when it rained because the horses couldn't plow. So I got to ride my favorite plowhorse, a dappled gray 16-and-a-half hands high, out to Trenton Independent School. We even had an old stable for us country kids to tie up our riding stock and buggy horses. Even in bad weather, that horse sure beat three miles of walking.

My Dad wasn't too enthusiastic about playful school activities like basketball team practice. He figured I needed to get on home to help out with feeding and milking before supper time. Then it was study time under a kerosene lamp, one of the fancy kind we called an Alladin Lamp with a soft glowing mantle. It lit up the books well enough for me to graduate valedictorian with a high school grade average a little above 98.

The purpose of all this bragging, Mr. Chairman, is to suggest that people back then did not work as hard as we do today. Contrary to the common wisdom, the work ethic has never been so alive and driving as it is today. My friend Dan Yankelovich, the values researcher, has been at work on such driving values for years. To get caught up on his data and thoughts for this hearing, he and I spent the day together on Tuesday of this week. He confirms what other researchers have been turning up. In fact, he sees the health movement today as a symptom of the Protestant ethic at its most vivid form.

My purpose here, Mr. Chairman, is to show that

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a series of propositions make a strong case for this bill:

1. The citizens of this country are using their talents and energies with remarkable dedication.

2. They have come to understand more about their energies and talents and about about the possibility of developing them for more effective use.

3. Nothing is more fiercely demanded than the opportunity to use modern research on human resources, plus modern information technology, to expand the capacities of each human.

4. While biomedical research and experiments have been quickly adopted by people concerned with working and living at their best, certain social institutions inhibit full mobilization of the talents people have for the benefit of the national economy and all our citizens. Serious researchers at Harvard Business School, for instance, have evidence that business management continues to be blind to the opportunities for maximization of health and energy among employees. Other data out of work at NYU and commercial companies argue that American management does not reward either effort or contribution fairly enough to stimulate quality output such as the Japanese managers are able to get.

5. Such factors suggest that a National Commission on Human Resources is badly needed, not only to explore the possibilities for such new advantages as accellerated learning technology but to look at the institutional barriers against efficiant use of our ultimate natural resource: the energy and talents of our citizens.

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Let's start with the evidence that Americans have an acute hunger for anything that improves their performance. The original Mr. George Gallup was a remarkable man indeed. He built his polling organization to fulfill his personal curiosity about why people do what they do. He'd go after the questions he considered worth the effort and then find some company who needed to know the same thing, so they'd pay for it. One of the things that fascinated him most wasthe rise of the health and fitness movement. He considered it the most radical change of behavior he'd ever studied. He used to stop by my home in Princeton on his way home to talk about this and other human activities over a late afternoon drink. He was one of the reasons I started American Health Magazine, which I now edit. And just before his death, I went back to him, over dinner at our home, to talk about using his Gallup Organization to do a unique series of polls looking into this peculiar activity. People often called it a fad, and thought it would fade. But George Gallup knew that something pretty fundamental was going on when business executives...who had for decades avoided all effort as soon as they made money enough to get a soft-bottom chair. In fact, here was truly a switch: the clothes of the elite in most cultures, from the foot-binding of Chinese ladies to the hoop skirts of the South, from the pointy toes of Louis XIV's Court to the neckties of Beau Brummel, had been always designed to show that the upper caste not only did not work but actually could not.

What I took to Gallup was the prospect of doing attribution research on nationwide samples of people. Though attribution theory has been the main line of academic social psychology for about 10 or 11 years, it had not previously been used in national consumer studies. I call attribution research the study of blaming behavior. It looks at the meanings of things we do, at how we credit or blame things that happen to us on what we do, or what someone else does to us.

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We were setting out to find out the meaning of people taking voluntary exercise, millions of Americans sweating gallons of water each morning, and on our sudden fascination with better eating...whether we actually eat better or just talk about it.

We were startled at what we found, and we've continued to do more and more national polls to check out this finding over the past five years. Here's the basic discovery: people get into exercise and other health behaviors so as to work and perform at their best. They're not trying to live forever, as some writers think. In fact, longevity doesn't seem to mean much unless you're pretty close to the door, feeling vulnerable. They're not [illegible] Doctors and other "health professionals" are fighting diseases, or trying to head theme off. But that's not even the main agenda of the half to two thirds of Americans who work pretty hard on their health. To them, defensive medicine is important, but not the central thing. In the vernacular of the present, health is physical and mental energy.

So I'm here today, Mr. Chairman, because the health activities that I concentrate on full time have mainly to do with the subject of your national commission: the full development of human resources, the ones we walk around in. Any other meaning of health is misleading to the average American.

One of measures we used as a sort of base line question over the years has to do with how many hours a man or woman exercises, deliberately, for their health. There's doubtless a little lying in service of pride, but that's apt to be a constant from year to year, poll to poll. And using attribution questions, we set out to find out why people do things like exercise--by asking what benefits they attribute to such gratuitous sweat.

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Here are the things that the typical American says he or she has lost or gained from using their muscles:

61% of those who exercise say they get a burst of energy

66% say they are more relaxed, a very significant finding in a stressed out culture

55% are sick less often, the preventive medicine benefit, just one factor and not the highest.

51% look better, they feel, and non-exercisers think they're right

46% feel more effective,

45% report higher job satisfaction

44% higher self-esteem

43% greater creativity on the job.

These are typical men and women, Mr. Chairman, not readers of American Health or colleagues of Senator Proxmire.

We also study what happens after people start exercise. About 51% start to eat more fruit and vegetables. Smaller percentages take in less fat, less salt, less sugar, fewer calories...34% start to take vitamins and minerals. 13 % who were smoking give it up. As we know from Stanley Schachter and other researchers, most people who stop smoking do it spontaneously, maybe as a part of resolving to to do a considerable remake of their lives. In fact, 55% of the people who get into exercise do it as a part of an overall personal remake.

So what happens? Over the years of continued attribution polling, we have come to understand why one health behavior like tennis will enjoy a bit of a national fad, then recede a bit. Then jogging comes on, then aerobics dancing. Each recedes from its peak and then makes room for another, with the exercise total involvement growing ever larger, more and more millions. Here lately, the gentle art of walking has brought a lot of new exercise converts, especially among people over 50--a 260% increase in participation. Result: instead

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54% of Americans being into exercise each week the way they were five years ago, we're up to about 65 or 66%, depending on wheyther you ask them on the phone or in person.

The only point of such data is to explain why people do it: to be at their best in whatever they care about doing. For some it's being a good parent. In a new Gallup survey we've just completed but not published, our editors find that for the typical American man, the most valued activity, by a wide margin, is being "a good husband and father." That's part of the performance ethic, and any man who has served in either or both of those roles knows that it requires both energy and intelligence to do it well. I should add wisdom, a human capacity that one of the great human researchers, Paul Baltes at the Max Plank Institute in Germany, has now begun to study at considerable depth. Here, too, is a dimension of human resources too precious to leave to chance.

One of the most important changes in our definition of human resources has to do with our changing new understanding of intelligence. For decades, we tried to squeeze it all into a single bookish dimension called IQ or general intelligence. It never made any sense because it's like trying to eat your peas with a knife. The instrument is too simplistic, the subject to subtle and round. Howard Gardiner has helped to remedy the situation in his Harvard research by developing measures for at least seven kinds of intelligence. And after generations of creativity research that was quite uncreative--it was best demonstrated by a rather stupid dolphin in Hawaii--we are beginning to focus on the more useful and subtle side of creativity, in problem solving.

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The demand for new ways to improve our capacities is so intense that many doubtful and even fraudulent programs end up getting more attention than they deserve. The Society for Accellerated Learning Technology, a national organization based in DesMoines, struggles to keep track of many of the subliminal tapes, meditation music, alpha feedback machines and such New Age movements as "photo reading." The Chairman might share my amusement at some of the techniques. I've tried some of them with very different results. Some of their promises look very important, but we will not know what to expect from them unless a serious national commission searches out the data and perhaps expands the research base on the ones that look promising. It would also be a consumer service to see if machines like those used in some of the posh spas really provide the kind of mind fitness that they purport to provide.

Mr. Chairman, let's recall the early Fifties when David Riesman and Ruel Denny, University of Chicago co-authors of The Lonely Crowd, set up the Institute for the Study of Leisure. Both felt that technology was bringing on an age of forced leisure that many could barely survive. Life Magazine published a portentious series based on the digital controls being put into machine tools, the first robots. In "Point of No Return," that series forecast that within a year some 14 million Americans would be out in the streets unemployed. And soon our greatest problem would be figuring out how to stay sane while sitting on a beach.

Some knew better even then. Doc Rader, head of GE's ill-fated computer program, understood the role of the computer: "The second Industrial Revolution, like the first, is just a way of getting one more piece of effort out of a man." And that's the way it has turned out. The computer has indeed taken over many of the mule's chores, but the uniquely

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human functions have become more urgent, often more burdensome. Nearly every job is becoming a unique activity, one that requires the distinctly human capacities of intelligence, creativity and human communication, even empathy. And we are driving people out totally unprepared to do the work that's needed.

Atlanta's Mayor Andrew Young said it recently at a convention of the American Psychological Association. "We're training people for jobs that don't exist any more," Mr. Young said. He went on into a searching criticism of schools that do more to turn off our kids, the data say, than to enliven that most exciting creation God has bothered to invent--the growing mind of a young child.

One special batch of young people suffer most from our failures. You can see the effect clearly if you look at the population group of 18 to 34 years old. Half of them go on to college now, and get the best we haveto offer for the full development of their resources. though it sure could be better if we follow the knowledge we already have. And it could sure create much wiser and more responsible people, if we taught the kind of metitation and prayer that Harvard's Dr. Herbert Benson can tell us about--with solid scientific efidence. In fact, Dr. Benson could save us millions of medical dollars while making us better citizens if we bother to understand the consequences of his research. He's even teaching preachers how to pray, for many a lost art.

But for half of the 18 to 34 year olds, often the children of blue collar families, there's not much entry into the new Bright Collar Class of the professional, managerial and technical ranks. And sometimes not into the lesser ranks of the New Collars, replacements for the Blue Collars that are fading. We're now splitting our

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children as never before—those who go to college and have the chance, often through two-worker families, to get on with their lives and get jobs that provide chance for personal growth. Then there's the other group now consigned to restless, sullen ranks of declinging indome and, even worse, deadend jobs that dull the mind.

Our citizens deserve better. They sure work hard enough to earn it. Instead of a surfeit of leisure, we are now working harder and harder. Men and wome now average around 18 hours of leisure time a week, fully one third less than we got during the early 1970's. The Institute for the Study of Leisure is now totally at leisure at the University of Hawaii. In the last decade and a half, our work hours have climbed by 20%, to nearly 50 hours a week. And it's getting tighter . In one recent survey 56% of us feel that our lives are getting busier, more this year than last. The clock has become a frenetic force, blinking away like one of those time machines on a VCR.

Such dedication deserves, demands, federal policies appropriate to the age, not to the 19th century. This bill, Mr. Chairman, needs to pass so we can begin to provide our people with the knowledge they need to build their knowledge.

Senator PELL. Thank you very much indeed.

I thought the best procedure would be to ask each of you a question or two and then move on to the next, and then in the time that remains have, I would hope, an energetic and peppy dialogue back and forth, maybe even get into the eighties and nineties.

Mr. HARRIS. It would be great to be talking about this.

Senator PELL. And I would like to ask one specific reaction of yours. In connection with the legislation that we are considering, do you think this proposed commission could make a difference in getting Americans to want to do about their potential, their capacities?

Mr. HARRIS. Yes, sir. I have discovered that the demand for this kind of information is so overwhelming that when we do an article in American Health or Psychology Today for 5 million readers, the other media carry it to 50 million people through radio, television, video. And the computer now is emerging as a medium; you can go into a drug store and ask health questions. The answer comes back by teletext immediately.

The American hunger for knowledge about improving our capacities is so overwhelming that it even goes for things that are now snake oil. There is an entire body of what is called accelerated learning technology, SALT, the Society for accelerated learning technology.

Senator PELL. Is that the Bulgarian Lazanov?

Mr. HARRIS. Yes, yes, some SALT techniques come from him. As you know Senator, there are such things as photo reading, an entire range of new techniques that are being looked at.

It is very hard, Senator, to tell what in this field is good and what is nonsense. But with the kind of research that a commission like this can bring about we would be enormously advanced in our understanding.

Senator PELL. Any questions?

Senator STAFFORD. I have no questions. But that does not indicate any lack of interest in what is being said here today.

Mr. HARRIS. Thank you, sir.

Senator PELL. We can now turn to Mr. Goldbeck and get his thoughts.

Mr. GOLDBECK. Mr. Chairman, Senator Stafford, it is a pleasure——

Senator PELL. Excuse me. I would hope each of you would keep in the back of your mind those points your colleagues make with which you disagree so that we can discuss those as we move along.

Mr. GOLDBECK. Yes, sir.

Senator PELL. Mr. Goldbeck.

Mr. GOLDBECK. I am Willis Goldbeck, the president of an organization called the Washington Business Group on Health, which is a national organization to involve major employers in health and social policy issues. We are here explicitly to support your Resolution and the creation of this commission. If there is only one message that is remembered out of these brief remarks, it is that in the business community, those who have paid some attention to this kind of thing, do not view this as some off to the side kind of charitable or philanthropic effort, do not view it as something on a future agenda that is not relevant to the current bottom line.

In fact, our purpose in being here is self interest. Hopefully we can get more business leaders over time to recognize that. The mere creation of your commission, if it did nothing more than focus attention sufficiently to get more national leaders, institution leaders, to recognize the import and indeed self interest of the human potential movement your commission would have paid for itself many times over.

The future economic success of U.S. big business is dependent on the future ability of this country to assist individuals in attaining a greater proportion of their potential accomplishments. We do not any longer have the opportunity to build the next generation of American industrial success on either extractive resources or exploitive labor practices. Those are no longer options. Some companies have not come to that thinking. They will be the losers in the long run.

So we have to recognize that the development of human potential in the United States is consonant with the trends toward industry being predicated on knowledge, information, service, and quality rather than on material goods and natural resources and mechanistic procedures.

Quite typically—and Mr. Harris has just pointed this out—the public is ahead of institutions on issues like this. That is certainly true in the business community where you have business leaders far more advanced than many business institutions, indeed in some cases even than their own institutions.

The most profound problems in the United States cannot be resolved by treating any of these issues as public versus private or health versus education. We need the kind of focus that a commission such as this could bring to create an integrated approach. For example, consider the problem of infant mortality. It is much more complex than babies dying. Of the generation that graduated from high school last year, born 18 years ago, 37 percent either did not graduate or graduated unable to read. If you take the number of children born 18 years ago who have died in the interim, that means more than 40 percent of the children born to this nation able to graduate and perform in fact did not and are not.

Those who start life in a deficit status from a health and education perspective will be massive health care consumers and never pay a bill. Most will never work and be taxpayers. However, they will be the reason that Committee's like the Senate Finance Committee and the Senate Labor and Human Resources Committee have to hold extra hearings to allocate resources to pay their medical care bills. Since we must pay for the absence of education, would it not be better to pay for the presence of successful education.

Teen pregnancy, teen suicide, alcoholism, all of these things—and I have documented a number of them in the written statement—paint a picture where if people wonder whether or not we can afford either the commission or some of the suggestions it might come up with, the answer is we cannot afford the current pattern of neglect and ignorance.

Trends in new jobs present a real challenge to a government and a set of social policies where employment has been the primary dis-

tributional vehicle for the delivery of social services such as health care.

But new jobs are not consonant with that. The new jobs in America are in small business, low wages replacing higher wages and virtually no benefits being provided. If that is going to be the case, we are going to need to find other distributional vehicles, a major challenge for a commission such as this.

And the trends in benefits mirror that problem. We have a set of circumstances where virtually anything this commission could come up with in health care, in education policy, could be paid for out of reducing the waste in the system today. One need only look at the medical malpractice system which now costs us between $20 and $50 billion a year in unnecessary medical care for the sole purpose of providing lawyers files. That is more than the suggested price of long-term care for all Americans.

The opportunities to reallocate money to build the social service systems, the infrastructure, necessary to increase human potential are available in the current system and should not be contradicted by passionate efforts to reduce deficits. The labor force that is available for the future of the American worker is very clearly one in which we are going to be dependent on the more acceptable use of women, older workers, immigrants of color. There is not a young generation of striving educated white males ready to carry on in this country, and we need to face up to that reality. We must invest in our ability to improve from within.

Finally, let me say that the commission concept strikes me and a number of the business people whom I work with as an issue of an investment strategy for this nation and developing the information, the value structures, the psychology and attitudes necessary to get both political and economic support for such an investment strategy. We cannot have a successful investment strategy unless we improve the human potential of those who are now available to us as workers, as the creative forces, unless we have a greater understanding of the body-mind relationship, of the import of self esteem to topics such as productivity, unless we grapple with moving away from in a positive sense from the fascination with the quarterly bottom line and a greater understanding of long-term economic success and contribution to community and nation.

I bring with me a quote from a true business leader—because I would not want this only to be the testimony of one who represents a business association. Walter Wriston, the Chairman of Citicorp will never go down in the American economic annuls as one who did not pay attention to quarterly bottom lines and practical business issues.

He has noted, in a publication of ours called Healthy Companies, that "most people operate at about 20 percent of their capacity, maybe 40 to 50 percent if their employers let them. Bureaucracy has choked their creativity. Success in this world requires the cooperation of everyone."

He goes on in a number of ways to point out the necessity of having a new kind of business leadership thinking about the role of employment and the inter-relationships of management styles to the success of corporations and the health of the workers who reside within.

What you are talking about is not foreign to practical business leaders, although the language itself may often be strange. These issues are international in scope, which is entirely appropriate at a time when business success in the United States must be international to indeed be successful. And we would recommend that your commendable idea of having cooperative commissions in other countries be emulated by having cooperative commissions among the states and the Governors where in fact the implementation of whatever comes from the commission will ultimately have to take place.

Thank you very much.

[The prepared statement of Mr. Goldbeck follows:]

Washington Business Group on Health

National Commission on Human Resources Act

Senate Joint Resolution 368

Testimony presented to:

United States Senate
Subcommittee on Education, Arts and Humanities

by:

Willis B. Goldbeck
President

September 29, 1988

229½ Pennsylvania Avenue, S.E. Washington, D.C. 20003 (202) 547-6644

I am honored to have this opportunity to publically endorse Senate Joint Resolution 368, the National Commission on Human Resources Act. My name is Willis B. Goldbeck and I am here today as President of the Washington Business Group on Health. WBGH, which was started in 1974, has as its mission the responsible participation of major employers in issues of health and social policy.

Our membership is comprised of the very largest and best known companies in America. Traditionally, policy makers have assumed that these leaders of private sector business would not become involved with, much less support, an initiative which on the surface seems so unrelated to bottom line realities as SJ368. Such assumptions have made it too easy for business to remain rooted in short-term thinking. Both public and private sectors are short changed as a result. The reality is, SJ368 is directly related to the future economic success -- even the survivability -- of our business sector. We do not view the Commission and its purpose as a philanthropic or "do-gooder" effort but rather as a potentially valuable mechanism, not currently existing in any other form, to assist in our national objective of making U.S. industry successfully competitive.

Over the past few years startling facts have emerged which show the U.S. is clearly not making even minimally acceptable investments to achieve attainable excellence in human performance. For example:

- Hospital admissions for teen substance abuse have grown from less than 11,000 in 1980 to approximately 100,000 in 1987;

- Thirty-seven percent of the children born 18 years ago either failed to graduate from high school this past June, or could not read English even though they did graduate;

- Among the industrialized Nations, we rank 19 in infant mortality;

- Our retirement system has not been modernized since the time people had a life expectancy of more than 10 years less than it is now;

- Typical employment benefits and work rules are based on a society in which the family was a man at work and a women at home with two children...a stereotype that exists today in a mere 10 percent of U.S. households;

- The new jobs that have become a political football in recent months in fact are, on average, low wage jobs in

small businesses where the provision of health -- much less education or pension -- benefits are rarely granted;

- Medicaid provides care for less than 50 percent of those whose income is below the federal poverty line;

- Medicare appears economically solvent only because so much of the cost of benefits has been charged to the beneficiaries, or shifted to employers as a hidden tax, or charged to providers in the form of below market rate payments;

- Employers are, all too often, trying to reduce their health insurance expenditures by cutting the benefits for dependents, retirees, and the workers with the most significant medical needs;

- The homeless line our streets as a living theater of the absurd attesting to failed policies of mental illness deinstitutionalization and public or assisted housing;

- Hunger is a major problem right here at home, yet we continue to spend billions annually to farmers who agree not to grow crops for needed foods;???

All of these problems take place despite a steady flow of reputable studies which not only define the issues but point out their negative economic impact on the revenue generating business sector. To this list must be added:

- An antiquated tort system which, in just the case of medical malpractice, causes between $120 - 50 billion dollars to be wasted annually;

- Welfare and health care costs now exceeding $18 billion per year for teenage pregnancy;

- Alcoholism which costs the business community more than $100 billion annually;

- Fifty-three percent of women with a child less than one year old now work, and most do not have access to quality child care;

- Between 1/4 - 1/3 of workers in the prime years of productivity now find themselves responsible for the health care of an older relative; responsibilities which these workers acknowledge significantly reduce their job performance.

There is no doubt that we can afford to correct these problems...what we cannot afford is to keep paying the price of neglect. U.S. industry cannot succeed with generations of

illiterate youth; with medical costs that increase at rates double and triple the CPI; with a steady barrage of government mandates to increase benefits as a misleading method of deficit reduction. There is no value in complaining about the change in the family, or in the workforce, or in the aging of our population. We need policies, public and private, which make these changes part of the American success rather than the centerpieces of an American dilemma that threatens our ability to enter the 21st Century from a position of economic and cultural strength.

Underlying all of these problems and their potential solutions are a series of structural and value issues which the proposed Commission could address:

1. How to shift the valuation of U.S. business from the quarterly bottom line to more long term economic indicators that will create incentives for optional human resource management?

2. How to integrate our investments in health, education, housing, and employment so we, once again, produce generations of wanted, healthy babies, excellence in child development and the drive to contribute to community while being successful in business?

3. How to value the aging of our population as a success, as the creation of a whole new generation of positive living that need not result in increased dependency?

4. How to develope the skills in language, computers, culture, and international economics so the U.S. can be a successful world power without having to rely on the two methods which will no longer be available to us: unlimited extraction of needed natural resources and rather unbridled exploitation of cheep labor?

5. How to develop a national appreciation for the integration of body and mind? Our entire approach to health has failed to build upon a central feature of man: our body-mind relationship. Whether manifest in the high science of psychoneuro-immunology or in the modern applications of ancient healing arts, the evidence is more than clear that our investment in medical care will always be too costly, too wasteful, until we adopt a true health agenda that respects the enormous untapped potential of the human brain.

6. How to provide the right governmental and private economic rewards for work to become a health enhancing experience? The "healthy company" concept is predicated upon growing evidence that profits can be achieved -- even expanded -- if the workers' self esteem is a central concern of management. The U.S.

workplace of the 1990s and beyond can be pro-child, pro-worker empowerment, pro-family and, as a result, be increasingly profitable.

We support the National Commission on Human Resources Act out of self interest. As a business representative, it is clearly to the short and long term advantage of the companies which support WBGH for this Commission to be given the chance to take a fresh look at the many opportunities facing our Nation; to be given the mandate to generate and coalesce creative thinking about the pathways by which our untapped human reserves can ameliorate our most profound problems; to be given the opportunity to explore high risk propositions and long term challenges with comparable groups in other countries. Just as this approach makes sense for an increasingly interdependent global economy, it also makes sense for our states and so we would also recommend that each U.S. governor establish a comparable state level commission the work of which would be integrated with that of the National Commission which we hope SJ368 will establish.

Senator PELL. Thank you. I appreciate that thought on state commissions. That would be like the states' councils of the arts and committees on humanities, which are the substructure of the national endowments. But I think that is quite far down the road, and the first thing is to try to get this commission into being.

How do you see the possibility of getting business involvement and support for this project?

Mr. GOLDBECK. Well, I think the key thing there is to find individual business leaders who understand the language now who are sympathetic in their thinking, who have done some analysis of the social problems in the United States and recognize their relationship to business.

I am struck by the fact that when Senator Chiles held his national meeting a few days ago on infant mortality it was possible to get the chairman of Proctor and Gamble and the chairman of Primerica to be opening speakers endorsing the need and fully expressing their understanding of the need to grapple with the problems of infant mortality and early child development. Many people would have said that would have been impossible, those interests are not—are really not where business people are.

In fact, it turned out that was where a number of business leaders directly are. Finding the individual leaders reduces the followers that brings about change. And we would be happy to assist in that development.

Senator PELL. I thank you for that contribution. One problem is to generate a certain amount of interest. I think all of us, both sides of the dais here, are very interested indeed. But from the viewpoint of the general public or tenants of the press table, one realizes we have a way to go. I think Mr. Harris is probably more aware of that than anybody from his point.

When it comes to getting business involvement, I think what we hear from Mr. Schwartz will be of great interest because that is the field he has been following for so long.

We will now move on to Dr. Herbert Benson, who has come down from Boston. We appreciate you coming down. Dr. Benson is the Associate Professor of Medicine Harvard Medical School and Chief of the section on Behavioral Medicine of the New England Deaconess Hospital in Boston.

Dr. BENSON. Mr. Chairman——

Senator PELL. I trust you came by plane and not by train.

Dr. BENSON. Exactly. Thank you.

It is an honor and a delight to be here, I would like to acknowledge at the very outset the efforts of Dick Gunther in bringing me here.

The purpose of my testimony is to describe recent scientific advances which will establish the usefulness of mind-body interactions in the practice of medicine and to describe their effectiveness, safety, and cost effectiveness, and furthermore, how they lead to a more personalized type of medical practice.

My work over twenty years has been supported—and I thank them—by the National Institutes of Health, the National Science Foundation and foundations as the Fetzer Foundation, and individuals such as Mr. Laurance Rockefeller.

Approximately 70 percent of the illnesses that bring an average patient to an average doctor are either stress related or related to mind-body interactions. The other 25 percent of illnesses are either made worse or more difficult to treat because of such mind-body interactions. Our modern medicine is spectacular. It is probably the best the world has ever known. Our currently available treatments would have been considered miraculous in as short period as seventy-eighty years ago.

Now we can cure—cure—with penicillin the diseases of pneumonia, syphilis, gonorrhea. We can restore hearing and sight. After trauma, people can be returned to gainful, useful lives. Our modern technological medicine, however, has major limitations. In the first place, it is frequently not effective in the 75 percent of illnesses that are related to stress and mind-body interactions. Furthermore, when used in this type of illness it often leads to complications which are expensive in their own right. And finally, patients often feel alienated in such an impersonal, high technology type of medicine.

However—and this is the major point of my testimony—the same types of scientific research that have lead to these awesome advances in medical science have been utilized to establish that the mind can affect the body in predictable, reproducible physiologic terms, and that these interactions can be used for a safer, more effective, cheaper, and more personalized medicine.

I would like to center on the work that I have devoted my career to, namely the definition of the relaxation response and how it is useful as a mind-body interaction.

The best way to understand the relaxation response is to first describe the opposite response, which has been labeled the fight or flight response. In times of stress we react in a predictable fashion. There is increased metabolism, increased blood pressure, increased heart rate, increased blood flow to the muscles, feelings of disquietude, anxiety. This is a coordinated response which has been shown to be controlled by an area in the brain which is activated in times of stress and in times of change.

The health detrimental effects of the repeated elicitation of fight or flight response are legion, from high blood pressure to decreased immune system function, and with feelings of anxiety with its attendant symptoms of nausea, vomiting, diarrhea, constipation, short-temperedness, and insomnia.

We live in a very stressful world, and we are trying to treat these stress-related symptoms and diseases by medicines which really do not work because we are not treating the cause. However, just as we possess within ourselves the fight or flight response, we have an opposite response which counteracts the effects of the fight or flight response. This is what we have labeled the relaxation response.

When the relaxation response is elicited, exactly the opposite physiologic changes occur: decreased metabolism, decreased blood pressure, decreased heart rate, feelings of peace and tranquility.

Our work and that of many other laboratories has established that the repeated elicitation of this response once or twice daily for ten to twenty minutes can be an effective treatment of high blood pressure, of virtually all forms of pain from headache to the pain

of cancer, of cardiac arrhythmias, and of all forms of anxiety-related disorders: nausea, vomiting, diarrhea, headaches, short-temperedness, insomnia. Productivity increases, and as best measured, creativity is enhanced as well.

There are two basic conditions needed to elicit the relaxation response: the repetition of a word, sound, prayer, or phrase or muscular activity, and secondarily the passive disregard of everyday thoughts when they come to mind. Techniques to bring this about have been with mankind for thousands of years, often in the form of prayer. For example, a person would sit quietly, close his or her eyes, pay attention to his or her breathing and, on each out breath, repeat, for example, "The Lord is my shepherd." If other thoughts come to mind, the person would simply disregard them and return to the repetition.

This simple set of instructions, carried out by virtually all cultures, has been now shown scientifically to be medically useful in a score of diseases and to counteract the pervasive anxiety that many of us feel in our highly technological society. Others have also found that the learning process is enhanced by the elicitation of the relaxation response

Now, the utilization of these mind-body interventions such as the relaxation response has distinct advantages. They are effective. They are safe. They are personalized to the patient. They are relatively inexpensive and they save money.

For example, one recent study we have just completed at a health maintenance organization (HMO), has shown that people using this technique lead to half the number of patient visits after six months than occurred in patients not using such techniques. And the average saving was roughly $100 per patient per six-month period.

I am not alone in these endeavors. Many of my biomedically trained colleagues and I at the New England Deaconess Hospital and Harvard Medical School, along with other interested supporters, are forming an institute which we have called the Mind-Body Medical Institute. It will be dedicated to promulgation of this type of work.

It is our hope and expectation that all of these collaborative efforts, including those of this Subcommittee will result in an improved, more effective, less costly, safer, and more personalized brand of modern medicine. This medicine will empower patients more in their own care. For example, we are now at Harvard, under the aegis of Mr. Laurance S. Rockefeller, holding clergy conferences to which we are bringing clergymen, rabbis, priests, ministers, and training them which types of prayer elicit the relaxation response. Then they will be able to teach others.

In this fashion, we hope we will be able to bridge the currently separated areas of mind and body and also that of medicine, religion, and spirituality.

Thank you, Mr. Chairman.

[The prepared statement of Dr. Benson follows:]

Testimony of Herbert Benson, M.D.

to the

Senate Subcommittee on Education, Arts and Humanities

Senator Claiborne Pell, Chairman

September 29, 1988

Members of the Senate Subcommittee on Education, Arts and Humanities:

The purpose of my testimony is to describe recent scientific advances which establish the usefulness of mind-body interactions in the practice of medicine and to describe their effectiveness, safety, cost-effectiveness and how they lead to a more personalized medical practice.

Approximately 75 percent of illnesses that bring patients to doctors are attributable to stress-related or mind/body-related causes. The other 25 percent of illnesses are made worse or more difficult to treat because of mind/body reactions to the illness.

Our modern high technology and drug-oriented medicine is the most effective ever known to mankind. Our currently available treatments lead to cures that would have been considered miraculous in as short a time as 70 years ago. For example, pneumonia, syphilis can be cured with penicillin. Blindness and deafness can be alleviated. Trauma victims can be mended through surgery and rehabilitation programs and return to gainful, healthy lives.

Our modern technological medicine, however, has major limitations. In the first place, it is frequently not effective in the treatment of the 75 percent of illnesses that are related to stress and mind-body reactions. Yet, these treatments are frequently used in this vast reservoir of illness and lead to wasted expenditures. Secondly, the treatments often carry with them significant side effects and complications whose management, in turn, requires additional resources. Thirdly, our high technology medicine is impersonal. Patients frequently feel alienated and personally uncared for.

into other cats. We now know that the substance contained epinephrine and norepinephrine or adrenaline or noradrenaline. Cannon noted that the cats receiveing these hormones, now called catecholamines, reacted physiologically in a similar fashion. Blood pressure, heart rate, and breathing rate all increased markedly. The amount of blood flowing to the skeletal muscles rose several hundred percent. The injection of epinephrine and norepinephrine thus led to a coordinated set of physiologic changes--in other words, to a response. Because Cannon reasoned the response was preparing the animal for fighting or running--in other words, for emergencies--it was labeled the "fight or flight" or "emergency" response.

Later in the century, a Swiss Nobel Prize-winning physiologist, Dr. Walter R. Hess, elicited the same physiologic changes in cats by electrically stimulating certain areas of the cat's brain within the hypothalamic region. An area of the brain could bring about this same arousal-type response that Cannon had described.

It was subsequently established that humans possess the fight or flight response. It can be brought on by the injection of catecholamines and also by stressful situations. Furthermore, this arousal response is related to anxiety with its associated symptoms that include nausea, vomiting, diarrhea, short-temperedness, insomnia, and headaches. The fight or flight response has also been shown to be associated with disorders that include hypertension, cardiac arrhythmias, and all forms of pain, from low back pain to cancer pain. In addition, the elicitation of the fight or flight response depresses the immune system.

The Relaxation Response

The relaxation response is the counterpart of the fight or flight

response and is thus characterized by a set of coordinated physiologic changes opposite to the arousal response. The relaxation response is associated with decreased metabolism, blood pressure, heart rate, breathing rate, and stabilization of blood flowing to the muscles. Skin resistance increases and there is increased production of alpha, theta, and delta waves in the electroencephalogram. Hess also noted similar hypoarousal physiologic changes in cats when he stimulated certain specific hypothalamic regions of the brain.

The elicitation of the relaxation response has proven to be a useful treatment in the wide number of disorders related to the fight or flight response. Thus, the relaxation response is a therapy for hypertension, cardiac arrhythmias, and all forms of pain including headache, low back pain and the pain of cancer. The relaxation response also alleviates anxiety and its symptoms of nausea, vomiting, diarrhea, short temperedness and insomnia. In fact, to the extent that arousal and elicitation of the fight or flight response causes or makes a disease worse, the relaxation response is a worthwhile therapy. It must be emphasized that relaxation is a set of coordinated bodily changes brought on by many different techniques.

Techniques That Elicit the Relaxation Response

As there are scores of ways to promote arousal and the fight or flight response, there are a multitude of techniques that bring about the relaxation response. To elicit the relaxation response, the train of everyday thoughts that lead to arousal should be interrupted. To do so, two basic components are usually required. The first of these involves focusing one's attention away from one's everyday thoughts. For example, many relaxation or meditation techniques prescribe the repetition of a

word, sound, prayer, phrase, or muscular activity. Others recommend focusing one's awareness within oneself, on the breath, or on an image. The second essential component of techniques that elicit the relaxation response is the passive disregard of--or detachment from--other thoughts.

One relaxation technique that we frequently utilize makes use of the following set of instructions:

Step 1: Pick a focus word or short phrase that's firmly rooted in your personal belief system. A Christian might choose the opening words of Psalm 23, "The Lord is my shepherd"; a Jewish person might select "Shalom"; a nonreligious individual could use a neutral word like "one" or "peace."

Step 2: Sit quietly in a comfortable position.

Step 3: Close your eyes.

Step 4: Relax your muscles.

Step 5: Breathe slowly and naturally and, as you do, repeat your focus word or phrase as you exhale.

Step 6: Don't worry about how well you're doing. When other thoughts come to mind, simply say to yourself, "Oh, well," and gently return to the repetition.

Step 7: Continue for 10 to 20 minutes.

Step 8: Practice the technique once or twice daily.

Thus, Western prayer may be utilized to elicit the hypoarousal physiologic changes of the relaxation response. Other techniques that elicit the relaxation response include, for example, the practice of Zen, Yoga, and Transcendental Meditation. When the apparently different, but basically similar, instructions of these various practices are followed, the same decreased oxygen consumption, respiratory rate, and heart rate

with increased generation of alpha waves occur.

A number of Western secular methods can elicit these same physiologic changes. Among these are autogenic training, progressive muscular relaxation, and hypnosis.

The physiologic changes of the relaxation response may be achieved during the course of physical exercise even though metabolism, heart rate, blood pressure, and rate of breathing are higher during exercise than during rest. These physiologic measurements, however, are lower than those during similar exercise performed without mental instructions that elicit the relaxation response. Thus one can achieve this combination during walking, jogging, and swimming. The meditative repetitive exercises of T'ai Chi Ch'uan and Chi Gong achieve this combination of mental and physical coordination.

The relaxation response should not be confused with the state of simple relaxing. The relaxation response is brought about by adherence to specific instructions whose most important elements include focusing techniques such as the repetition of a sound, word, phrase, thought, or prayer and the adoption of a passive attitude—that is, detachment from thoughts.

Many different methods and techniques elicit the relaxation response. Teachers and practitioners should choose a technique that conforms to the belief system of the practitioner. Doing so will facilitate the patient's adherence to the technique. I have found to my surprise that when given a choice of technique, 80% of patients will choose prayer. Thus, I found myself teaching prayers to my patients. I reasoned it was somewhat peculiar that a physician should be teaching prayer. Should not the clergy also be involved? To this end, Mr. Laurance S. Rockefeller is now

supporting a project of ours that is resulting in the education of clergy of all denominations about the types of prayer that elicit the relaxation response. To date, two "Clergy Conferences" have been held at the Harvard Medical School and the New England Deaconess Hospital and the third is planned for October 5th and 6th, 1988. This same project is also documenting that those who regularly elicit the relaxation response become more spiritual.

The utilization of mind-body interventions such as the relaxation response has many distinct advantages. They are effective. They are safe. They are personalized to the patient. They are relatively inexpensive and save money. For example, one recent study has shown that in a Health Maintenance Organization, mind-body treatments lead to half the number of patient visits after patients had participated in a mind/body treatment program. This led to an estimated saving of $100.00 per patient per six month period.[5] These techniques are fully compatable with modern medicine and accepted by physicians.

I would welcome the opportunity to demonstrate how simple it is to learn to elicit the relaxation response.

I am not alone in these endeavors. My biomedically trained colleagues and I at the New England Deaconess Hospital and the Harvard Medical School, along with interested supporters, are forming an Institute, The Mind/Body Medical Institute, which will be dedicated to the promulgation of this type of complementary and integrative medicine. It is our hope and expectation that our collaborative efforts will result in an improved and more effective, less costly, safer and more personal brand of modern medicine. This new medicine will empower patients more in their

own care and will help bridge the currently separated areas of mind and body and of medicine and religion and spirituality.

Thank you.

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September 29, 1988

Senator PELL. Thank you very much indeed. I too would like to acknowledge the help and support Dick Gunther has been in this whole project and the work that he did in stimulating our thinking. I remember calling on him several years ago with my own colleague, Carol Taylor, and he started my thinking on this in great part.

I would also like to acknowledge a debt to the Fetzer Foundation, which you mentioned, and say we are very glad indeed that Michael Morton is here representing Dr. Olds. Dr. Olds. thought he could be with us but could not, and is submitting some testimony that will be inserted in the record.

I have a couple of rather banal questions, maybe. I believe people lose more time from work from the common cold than anything else. Does that have any relationship with the relaxation technique? Is it a mind-body interchange?

Dr. BENSON. It has been shown that people who regularly elicit the relaxation response can improve their immune system. For example in the elderly, those who regularly elicit the relaxation response have higher levels of natural killer cells, which is one component of the immune system.

So one would hope that the ability to improve one's immune system would lead to better protection against such illnesses as the common cold.

Senator PELL. Mr. Harris.

Mr. HARRIS. The McClellan research addresses that directly.

Dr. BENSON. There is other work, that of David McClellan, which shows that those who have enhanced spirituality also have a more powerful immune system. McClellan found, for example, that individuals watching a Mother Teresa movie had enhanced immune function as opposed to those who are watching a Nazi propaganda film I think that was called Victory of the Axis. The Nazi movie depressed the immune system.

Senator PELL. When you talk about the repetition of a prayer, the "Lord is my shepherd," could a mantra substitute for that or does it have to be a phrase with content?

Dr. BENSON. That is a fundamentally important question, Mr. Chairman. Thank you.

The repetition should conform to the belief system of the person. We have found no inherent superiority of one phrase over another. However, for a given individual, it would make little sense for a Jewish person to use the prayer "Lord Jesus Christ, have mercy on me" as the repetition.

So we urge each patient to choose his or her own prayer, or to choose his or her own word or mantra, if you will, to conform to his or her belief system. And this leads to the extraordinary adaptability of these techniques. They can be tailor-made to the individual and easily done so.

Senator PELL. I think many, many people have read about the relaxation response. And you have sort of described the process, which I find very stimulating, interesting. But can you demonstrate it in a setting such as this?

Dr. BENSON. I would be delighted to. May I, sir?

Senator PELL. Please. I think this is a very informal hearing, and we will move ahead.

Dr. BENSON. Thank you.

First of all, this is voluntary. And I should tell you the side effects before you do so and to get your proper verbal informed consent. The side effects are essentially those of prayer. So if you think prayer is dangerous, this is dangerous.

Now, if you wish to do so, get things off your laps and just sit in a comfortable position. I would ask you before we begin to consider your own belief system and consider what your repetitive word, sound, prayer, or thought will be. For example, my Protestant patients will often choose the beginning of the 23rd Psalm, "the Lord is my shepherd" or a little bit further on, "though I walk through the valley," perhaps the beginning of the 100th Psalm, "make a joyful noise unto the Lord," or, if you wish the beginning of our Lord's Prayer, "Our Father who art in heaven."

My Catholic patients will often choose the Jesus Prayer: "Lord, Jesus Christ, have mercy on me." Jewish patients may choose the word "Shalom," (peace), the word "Echod" (one).

If you are not of religious inclination perhaps the word "peace," the word "love," whatever is comfortable to you. Or if you wish, the word "one."

All right. Choose that word. And now close your eyes and just sit in a comfortable position and relax your feet, your calves, your thighs. Now, roll around your shoulders. Now, your head and neck, just loosen them up. That's fine.

Now, pay attention to your breathing, but breathe very slowly and naturally. Do not hyperventilate. And on each out breath, as your breath is coming out, say silently to yourself whatever word, prayer or phrase you have chosen, "the Lord is my shepherd" for example.

Now you are going to find all sorts of other thoughts are coming into mind. These other thoughts are natural and they should be expected. But when they occur and you become aware of them, simply say to yourself, "Oh, well," and passively return to your repetition. And above all, do not worry about how well you are doing, but adopt a passive, let it happen attitude.

Now I am going to let you do this for about three or four minutes, at the end of which time I will ask you to keep your eyes closed, but to start thinking regular thoughts. But now on each out breath, your repetition, and, as the other thoughts come to mind, just "Oh, well," and back to the repetition.

[Pause.]

Dr. BENSON. Now, if you would just slowly, slowly open your eyes. Did anyone find that uncomfortable at all?

[No response.]

Mr. GOLDBECK. I almost fell asleep.

Dr. BENSON. Mr. Chairman, may I ask of the participants several questions?

Senator PELL. Certainly.

Dr. BENSON. Could you please, without my first biasing anyone, tell me whether you experienced, any of you, any physiologic changes?

Anyone please.

Senator PELL. Just hold up your hand if such that is the case.

[Two hands raised.]

Dr. BENSON. Please.

Yes.

VOICE. I felt a difference in my heart.

Dr. BENSON. How many of you felt your heart rate slow?

May I, Mr. Chairman, have a show of hands?

Senator PELL. Let the record show there is a show of one, two, three, four, five, six, seven, eight, nine.

Dr. BENSON. And four behind you, sir.

Did anyone else recognize any other changes?

VOICE. Yes.

Senator PELL. Four or five people the record should show.

Dr. BENSON. What was that specifically?

VOICE. I just felt a muscular relaxation.

Dr. BENSON. How many of you noticed a warming of your hands and feet in the process? Did any of you? This room is rather cold. This is a redistribution of blood flow to one's hands.

Senator PELL. A half a dozen hands went up there. For the record, it should show that probably about fifteen people, twenty people are in the room.

Dr. BENSON. Finally, how many of you who were feeling somewhat sleepy now feel more alert and wide awake as a result of the process?

[Laughter.]

Dr. BENSON. May the record show, Mr. Chairman——

Senator PELL. About half a dozen.

Dr. BENSON. In other words, this technique, which could be literally taught to anyone in three to five minutes has profound physiologic changes occurring with it, both short-term and long-term. When practiced daily, remarkable stress alleviating changes occur. And furthermore, physiologic changes occur long-term which lead to profound changes in the amount of medications utilized.

The implications, again, of this I think are rather large. And I would perhaps, sir, I should end on that note.

Thank you.

Senator PELL. Thank you very much indeed. Thank you for leading us in the "relaxation response" experience. I think it would probably be a very good idea of more committees had similar interludes themselves.

We now come to Mr. Robert Schwartz, who was the founder of the Tarrytown Conference Center. He will talk to us about business views on the importance of the development of human potential.

Mr. Schwartz.

Mr. SCHWARTZ. Thank you, Mr. Chairman.

Thank you also for running such a full service Committee, because I am the only speaker I know who was given a period of relaxation before he was allowed to speak under instruction from a fellow panelists, a marvelous service, and I am very grateful.

In addition, I should express my gratitude for the idea of the commission. The National Commission on Human Resources is profoundly interesting and I think very important. And I am pleased to be here and flattered to be able to testify.

Before I talk about business, I was struck when talking about human potential about several events going on in the world at the

moment which deal with government intervention into human potential.

One has struck during the Olympics with the awareness that the Soviet government more than any other works on the Olympics as a method of developing latent potential, physical potential, athletic potential in this case. What we call human potential, the Soviets call hidden human reserves. And to them it is an interesting thing to develop the hidden human reserves that are in everyone. Why do some people run the four-minute mile or run the 100 yard dash in less than ten seconds?

And so their fascination in this and their interest in it for national and other reasons has lead them through deep study into government intervention in human development, much of the sort we are talking about here. Though in this case it is physical development and athletic development.

And I was interested the other day, reading some of the techniques that the Russians use. They use a formula including autoconditioning training, Kirlian electrobioluminescence, laser treatments of the human aura, earlobe diagnosis of athletic potential. They will explore quite randomly but interestingly and scientifically all those things that suggest that there is latent potential in athletes of promise which they can help develop as part of their national and personal contribution to success.

When you think about this, the results are of course that they are taking home the gold. They have concentrated as a government policy on developing the latent potential of their athletic population.

Then one has to think a moment about government intervention in another field—the Production Olympics and the Japanese. The Japanese government, the equivalent in the production arena and the industrial arena of the Olympic Committee in the Soviet Union, say is the Japanese MITI group, the group that regulates and encourages and endorses certain trade and marketing and production policies of Japan.

Now this group clearly has helped the Japanese concentrate on various things at various times—computers, electronics, automobiles. It is interesting, for instance, that when you talk about latent potential in development or markets, one of the interest start-up companies in the Japanese automobile industry was Mazda. And Mazda of course has a whole revolutionary technique, a circular engine, which was very smooth and very responsive and very fast. Unfortunately when the oil embargo came, it turned out that it was a pretty high consumer of gasoline, so much so that its market position was threatened to the point of Mazda was going to be wiped out.

MITI called in the other Japanese manufacturers and said, "We think that the Mazda has a role in the world marketplace and in the Japanese economy. And we want you to help MITI, give them your best engineers, and let us see if we cannot keep this circular engine going, but increase its gas mileage at a time when it threatens its very existence."

And the whole Japanese industrial apparatus came to the support of Mazda.

Now, the result, of course, is that in the world automobile market the Japanese are talking home the gold. Here we have another example in a sense of government intervention in a field for the benefit of the nation and the individuals in it.

But what I really think that this committee is suggesting, what your work is suggesting here, what the idea of this Commission is, is that the real gold is really waiting in the wings. The real thing that needs government support is the development of latent human potential in the broadest sense. What we need in effect is not just better athletes and better autos. More than the athletic Olympics, more than the production Olympics, we must set the stage for a new kind of Idea Olympics, a new kind of Creativity Olympics, a new kind of Innovation Olympics.

Nowhere in the world is there imagination or ideas large enough or conceptual enough for the challenges that lie around us. There are many willing workers in many fields—fields like education, housing, health, urban living, energy, ecology. One senses that the broadest gauge thinking in these fields has not yet been adequately encouraged or developed. And what this committee suggests is just as the Production Olympics in Japan are aided by government involvement and interest and caring and setting standards and helping with guidance and direction, just as the athletes in the Soviet Union do well because their government supports them enormously, one can only feel that the use of a government commission such as the one that is being suggested here could do the same for ideas, concepts, and innovation in the world.

Would it not be wonderful to have this group—have an official group, for instance, that explored creativity and techniques for exceptional individual functioning on the world scale, on the large scale, global scale. Would it not be great to have a database about outstanding psychological functioning, about outstanding social achievement, and non-ordinary states of awareness. Would it not be most wonderful to discover that there are states of knowing and awareness that have not even yet been explored that would multiply what we currently think of as human skills.

I am reminded of a brief period in American history from 1877 to 1899 when there was an explosion of industrial and scientific and technological skills. Most people do not realize that during this short, twelve-year period were invented all the techniques by which the modern city and urban living thrive and survive. For instance, in one twelve-year period, mechanically were invented steel framed high-rise buildings, elevators, indoor plumbing, electricity, subways, trolleys, automobiles, and telephones.

What I am suggesting is that it is time, with support and guidance and blessings from above, to start developing human potential with such a concerted effort that a variety of means could produce such striking results and change the whole concept of what it means to be a thinking human being. The importance of the Commission is that with luck and judgment and God's blessing it can help us achieve this parallel spurt of human and societal development.

In my mind, the idea for a Commission on Human Resources is central to what America is about and has been about since it has begun—the development of the individual in the climate in which

government and individual work together to create a new image of what it means to be a human being.

Now, let me talk a little about the business community since you asked me to. I was the founder and operator of the Tarrytown Conference Center, an operation in which we had between ten and twenty conferences every day for major American corporations or smaller groups. The purpose of each of these conferences was in some form or another to increase human potential—whether it was often technical, or merely sales. But increasingly as the years went on, conferences grew more and more sophisticated about developing latent human potential and the leadership and management and working with other people way. Without question there was in these conference in Tarrytown a growing interest in the development of higher human potential.

Now, when Mr. Goldbeck said that this was not a transient or minor interest in the American business community, he really is speaking the truth. I must tell you that American business quietly and without much general awareness has been the principal educator of adults in the United States. It is impossible anymore to go into any hotel, motel, conference center any day of the week and not find that most of the rooms, the meeting rooms, are occupied by people holding seminars and training programs for the enlargement of the potential of the people in that room.

The quality of that enlargement, the quality of individual development, has grown from being merely technical and sales oriented to incredibly complex understandings of the meaning of being a human being in an adult situation where your decisions affect not only your marketplace and your colleagues and not only your customers—but the world at large.

The computer has so enlarged the meaning of most decisions by feeding the facts in that allow major decisions to be made, that the principal emerging need is for a value system for human judgment to match the quality of effectiveness of the decisions being made. And the importance of this Commission is that it can help set the standards and help raise the quality of the value system and the judgment which is being used in those decisions.

There were a few other things I wanted to say here. One of them was you appreciate, as all of us do that the best of the new techniques as they emerge are being accepted by the business community as a central and necessary part of their enhancement and growth. So that the real gold that will be won, as I say, is not in the athletic Olympics or the production Olympics, but essentially in the idea and human development field where the enrichment of a corporation, the individual, and the nation go hand in hand.

Thank you.

[The prepared statement of Robert L. Schwartz follows:]

WRITTEN STATEMENT OF ROBERT L. SCHWARTZ
BEFORE THE SENATE SUBCOMMITTEE ON EDUCATION, ARTS & HUMANITIES
S.J. RES. 368 ("NATIONAL COMMISSION ON HUMAN RESOURCES ACT")
THURSDAY, SEPTEMBER 29, 1988

I appreciate the opportunity to testify at this hearing on the establishment of a National Commission on Human Resources. It is time for such a Commission, and I applaud the efforts of the many who recognize the importance of developing our human resources potential.

This hearing about human potential comes at a propitious time in light of the Olympics. What we call human potential, the Russians call Hidden Human Reserves. They are fascinated with athletes who can excel -- running a 4-minute mile, winning marathons, setting new records in pole vaulting, and producing superb skill and teamwork on the basketball court. The Soviet government has explored and developed techniques to draw out these hidden human reserves. They have applied a variety of formulae including auto-conditioning training, Kirlian electrobioluminescence, laser treatments of the human aura, ear lobe diagnosis of athletic potentials in the individual body, and oxygen cocktails. (Since oxygen is absorbed more slowly from the stomach than the lungs, the Russians combine oxygen with a liquid health beverage, providing a continuous supply for their runners.)

The Soviet government intervention into athletic efforts is matched in Japan with the "Production Olympics" -- the Japanese competition with America for greater productivity and marketshare. They concentrate ideas and money into areas such as electronics, computers, and automobiles. This is done through MITI, the Japanese government agency that coordinates the application of money and talent into areas designed to help both individual Japanese corporations and their nation.

But both the Russian athletic techniques and the Japanese production techniques are being outdated by a new reality. The new training must be for a world which is hungry for new concepts and ideas -- not just for better athletes and better autos. More than the Athletic Olympics, more than the Production Olympics, we must set the stage for a new kind of "Idea Olympics". The world needs a new kind of "social entrepreneur" -- a new level of "public inventor" -- conceptual thinkers and creators of new ideas in fields such as education, housing, health, urban living, energy, and ecology. We must train for creativity and peak performance in the social arena, not just the athletic and industrial arenas.

Nowhere in the world is there thinking adequate enough or conceptual enough for the challenges that wait to be solved! The nation that trains the next Idea Olympics team is the nation that will win the Big Games and set the standards for the world.

Thus, if the proposed Commission could explore hidden human capabilities, it would serve the nation well -- and the world well. Wouldn't it be wonderful to have an official group that explored creativity and techniques for exceptional individual functioning? Wouldn't it be great to have a data base about outstanding psychological functioning, about outstanding social achievement and nonordinary states of awareness? Wouldn't it be most wonderful to discover that there are states of knowing and awareness that haven't even yet been explored, that would multiply what we currently think of as human skills?

What we are coming to -- what this Commission can help us get to -- is a time of explosive social and community development, a period to match the burst of scientific development that occurred in 1877 - 1899? Few people know that the modern world was created by a series of rapid mechanical inventions which occurred in that one 12-year period. In that very short time were invented steel-framed, high-rise buildings, elevators, indoor plumbing, electricity, subways, trolleys, autos and telephones. It is time for a similar spurt in social development.

The importance of the Commission is that with luck and judgment and God's blessing, it can help us achieve this parallel spurt of human and societal development. In my mind, the idea for a Commission on Human Resources is central to what America is about.

Senator PELL. Thank you very much.

To your knowledge, have there been any other nations that have embarked on a program for the development of human potential?

Mr. SCHWARTZ. Yes. Interestingly enough, one government did embark on the development of human potential as a government policy. And that was the government of Venezuela. The President of Venezuela had a college roommate who was a lawyer named Luis Alberto Machado in Venezuela.

And Machado kept saying there is enough knowledge on the shelf to increase not only human potential but human intelligence, human I.Q. And the President said, "I know and everybody knows that I.Q. is something you are born with and you cannot change." And he said, "I do not think that is true. I think that is one of the limitations of the past that we can get beyond."

And when the man became President, he called up Luis, and he said, "Look, I have appointed the Administrator of Education and I have appointed everybody else, but I have created a new post in Venezuela. For the five years that I will be President, you will be National Minister for the Development of Human Intelligence.

In the course of five years with an adequate budget and the whole full government support, working with everything from television and radio to maternity clinics and everyone else, he created a program in which literally the I.Q. of Venezuela when tested—as a result of a group from Harvard that went down and studied it at the request of the government of Venezuela to see if this was madness or sensible—there was an increase in I.Q., which was technically impossible and which occurred in the nation at large.

So there is clear evidence that government supported programs to develop human potential are really just the beginning. And the nation that takes the lead in really doing this in the fullest sense will bring home the real gold as I say.

Senator PELL. Are there any other nations besides Venezuela with which you are familiar that——

Mr. SCHWARTZ. In a sense every nation with its education system, adequate or inadequate, is saying the development of everyone in this nation is a part of our government's responsibility. And so none fail to accept the responsibility, but none develop it fully as an emerging era requires.

Senator PELL. In your experience at Tarrytown, were there any—did you come across any corporations or organizations that develop human potential as their main function?

Mr. SCHWARTZ. I started the group at Tarrytown. I grew interested in this question some ten years ago. And I looked around for people who used their factories or plants or workplace for the development of human potential. And I started to think of the Tarrytown 100. And these were 100 leading executives who were either the owners or the executives running plants, who used those plants as petri dishes or beakers or flasks in which to study human organization in a way that produced higher results for individuals and for the corporation.

There were a lot of them, and they were very good. Let me tell you just about two of them. One of them was Gortex, a company started by a name named Bill Gore. He developed a fabric which would breath one way and not the other as it were. And he created

a plant in which there were no hierarchies, for instance. He had what he called the lattice organization. And it was so casual and so informal and so devoted to human development that you were hired not merely on the basis of professional skills but on the basis of some indication that your professional skills were matched to a kind of personality that wanted to grow. And they wanted to help you grow.

And so what you did was you were hired for three months with no particular assignment and told to go to the various plants. By the way, they would not allow any plant to have more than 150 people in it, because that destroyed the sense of community which they thought was felicitous both to human development and to production.

And you could go to these plants in the hope of finding either a group of ten that you could join or start a group of ten on your own if you wanted to, if you saw something that needed doing. And you came back after three months—you were on the payroll all this time—and told them what plant you had found and how happy you were, or if you were unhappy, you left. But the truth was you had to select your own job and create your own job as either a leader or a follower.

The other group I will mention rather quickly was American Airlines, which decided some 18 years ago that since airlines were flying the same airplanes at the same speeds to the same destinations and at that time at the same fare, there was some way you had to kind of make a mark as being different than the other airlines.

And so they decided they would try to develop better people without quite knowing what that was—trying to figure out what human potential was. And they hired a young man named Lyman Randall, who had been involved with Boeing as a trainer, and working with some of the new techniques being evolved in California had created a series of training programs. I felt very lucky because they did this training at Tarrytown. It involved 3,600 people one week each. And created in effect what has become one of the most successful service companies in the American scene—American Airlines, most of whose people were trained in the development of their own latent potential, their own self-confidence, and their own openness to be vulnerable and amiable and outgoing to people they met both as coworkers and as passengers.

And so there was a private program, I think as large as any I know, in which merely the development of latent potential was the goal of the program.

Senator PELL. Thank you very much indeed We now come to Mr. Roberts, Markley Roberts, who is an economist in the Department of Economic Research, AFL–CIO. We are very happy that you are with us, Mr. Roberts.

Mr. ROBERTS. Thank you, Mr. Chairman.

I appreciate this opportunity to present the views of the AFL–CIO in connection with your proposal, Senate Joint Resolution 368 to create a national commission on human resources. We appreciate your leadership and action to support and promote education in the arts and humanities and your humane concerns reflected in this legislation.

Your proposal is a significant step forward in this nation's efforts to define and to achieve the kind of America that encourages and promotes opportunity for all Americans to attain their full potential. We recognize the need for America to do much more over the long run in promoting and facilitating what is appropriate for individual family, community, and government action to achieve fuller human potential in body, mind, and spirit.

The proposed national commission on human resources is admirably structured in its composition to bolt together a very broad spectrum of interests and experience and insights. We are, of course, pleased to note that two representatives of organized labor would be appointed as members of this commission.

In this connection, let me comment briefly on the duty of the commission to establish a scientific advisory panel to assist evaluation of technologies and procedures calculated to develop fuller human potential. I suggest that the evaluation of technology and its role in developing human potential is too important to be left entirely to scientists. Working men and women and the unions that represent them have a strong interest in the application of technology and the protection of human values against arbitrary short-sighted application of efficiency and technological values.

Let me discuss just briefly some of the nation's economic, social, education, and health problems which concern the AFL–CIO, issues on which the commission can make a very great contribution.

We are, of course, concerned very much about the problem of employment and unemployment. High levels of unemployment have been persistent through the 1980s and show signs of continuing into the 1990s. We believe such high levels of unemployment are intolerable because they injure and destroy individuals and families because they weaken and disrupt society.

Human suffering, dependency, frustration, and alienation from society increase significantly among the unemployment. Crime, social unrest, and family breakdowns occur much more often when unemployment is high. Dr. Harvey Brenner of Johns Hopkins University has documented the intimate connection between unemployment and these various aspects of social disorganization.

Another serious consequence of a continuing army of the unemployed is a loss of a sense of national purpose and national will, a loss of confidence in the nation's social and political institutions, a loss of nerve, and a loss of belief in the capacity of a democratic society to meet and solve the nation's problems.

There are no simple or easy solutions to these difficult problems of job creation and social progress in a high unemployment economy. Faster economic growth is necessary. Both private sector and public sector action are necessary. Collective bargaining has a role to play. But the federal government has a major responsibility and a major role.

Over the years the AFL–CIO has spelled out a comprehensive set of programs to deal with jobs and deal with the unemployment problem and add to the nation's social progress. Fiscal and monetary policies, trade policies, industrial policies, community public service activity, investment in infrastructure to raise the nation's productivity, and particularly human resource and productivity development through more and better education, training, retraining,

upgrading, and upward mobility opportunities for all workers, both employed and unemployed. Anti-discrimination protections to help women, blacks, hispanics, and other minority workers also add to our nation's productivity and also to the opportunities for development of human potential.

And we are also concerned about minimizing, cushioning, humanizing the adverse effects that result from industrial, occupational, and technological change.

Education, of course, is a major approach to our efforts to increase opportunity. America's schools for all their diversity and weakness are a key feature of our word democracy. They offer an amazing range of opportunity to America's young, not only in preparation for higher education but also in preparation for the world of work. But much more progress is necessary. We must not rest on what has been achieved. Blacks and other minority children too often do not get the kind of education they need. Too many find roadblocks and barriers to high education. Too many do not get through school, or they get through school without enough science and without enough math, and too few pursue engineering in college.

The AFL–CIO supports a strong federal partnership and investment in public education. This means that Congress should maintain the federal government's major role, in education. And again, Senator Pell, we recognize the outstanding contribution that you have made in the field of education.

The AFL–CIO remains convinced that the only way to assure that all Americans have access to quality health care is through the enactment of a national health care program. Until that goal is won, we will work on a variety of fronts to fight cutbacks, to control costs, and to improve health care services for all Americans.

Full employment, education, and health are among the many issues which affect America's ability to support, encourage, promote, and facilitate attainment of fuller human potential. And all of these issues must be addressed so that America can achieve its fullest potential.

I should add, Mr. Chairman, that we in the labor movement see this effort as an effort not simply to make the nation more productive, not simply to make our economy more efficient, but also, and even more important than those economic and competitive issues, we see this commission as a step on the way to enabling human beings to achieve and to be encouraged to achieve their self-development and self-fulfillment as an end in itself.

A more efficient society, a more competitive society is certainly one result of the investment in human resources that economists are often talking about. But we see people as ends in themselves. And I think this proposal, your commission proposal, certainly envisions that. And in this connection it is obvious that the wise use of leisure, the wise use of recreation opportunities, the increase in the opportunities for creation and enjoyment of our culture are very, very important parts of the possibilities that emerge from your proposal for this national commission.

Thank you, Mr. Chairman.

[The prepared statement of Mr. Roberts follows:]

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Statement by Markley Roberts, Economist
American Federation of Labor & Congress of Industrial Organizations
to the Senate Subcommittee on Education, Arts, and Humanities
on S.J. Res. 368, National Commission on Human Resources

September 29, 1988

Mr. Chairman, I appreciate this opportunity to present the views of the AFL-CIO in connection with your proposal, Senate Joint Resolution 368, to create a National Commission on Human Resourses. We appreciate your leadership in action to support and promote education and the arts and the humanities and your humane concerns reflected in this legislation.

Your proposal is a significant step forward in this nation's efforts to define and to achieve the kind of America that encourages and promotes opportunity for all Americans to attain their full human potential.

We recognize, as you do, Mr. Chairman, that the United States Congress already has an agenda for action on a range of immediate and urgent issues such as minimum wage improvements and parental leave, that this bill is no substitute for action on these urgent issues. But we also recognize the need for America to do much more over the long run in promoting and facilitating what is "appropriate for individual, family, community and government action to achieve fuller human potential in body, mind, and spirit."

The proposed National Commission on Human Resources is admirably structured in its composition to pull together a very broad spectrum of interests and experience and insights. We are, of course, pleased to note that two representatives of organized labor would be appointed as members of the Commission.

In this connection, let me comment briefly on one of the duties of the Commission, the duty to "establish a scientific advisory panel to assist evaluation of technologies and procedures calculated to develop fuller human potential."

I suggest to you that the evaluation of technology and its role in developing human potential is too important to be left entirely to scientists. Working men and women and the unions that represent them have a strong interest in the application of technology and the protection of human values against arbitrary, short-sighted application of efficiency and technological values.

Let me outline some of the nation's economic, social, education, and health problems which concern the AFL-CIO.

Massive changes in the structure of the U.S. economy are under way and will continue.

Imports threaten more and more jobs, and U.S. exports face tough international acceptance.

Technology is displacing workers and overturning traditional work patterns. Industries and occupations are changing.

More women and more minority workers will be looking for jobs through the 1990s. And young people face special problems in a society with high unemployment and rising educational requirements of workers.

In spite of recent progress in reducing unemployment, the legacy of recession-depression and slow economic growth in the 1980s shows no signs of changing the basic, persistent, excessively high unemployment situation facing the nation as it enters the 1990s.

Such high levels of unemployment are intolerable because they injure and destroy individuals and families, because they weaken and disrupt society.

Even for workers fortunate enough to have jobs, good wages, and good working conditions are too often lacking in the new service-oriented economy.

The American standard of living is threatened by these shifts.

This nation should be deeply concerned about high unemployment continuing through the 1990s to the year 2000.

Human suffering, dependency, frustration, and alienation from society increase among the unemployed. Crime, social unrest, and family breakdowns occur more often when unemployment is high.

Living standards fall, or rise very slowly, when economic growth and job creation slow down and unemployment rises.

In addition to the human cost of unemployment, there is an economic waste of human and material resources on a stupendous scale when millions of American workers cannot find jobs. We estimate the nation loses at least $100 billion in goods and services for every one million jobless worker.

And the competitive position of the United States in the world economy is weakened when high unemployment, lost income, lost buying power, and lost production reduce U.S. output and productivity.

A serious consequence of the continuing "army of the unemployed" is a loss of sense of national purpose and national will, a loss of confidence in the nation's social and political institutions, a loss of nerve, and a loss of belief in the capacity of a democratic society to meet and to solve the nation's problems.

The AFL-CIO insists that there are solutions to the problems of persistently high unemployment. Unemployment insurance and welfare programs have an essential role in modern industrial society -- but these

programs (which also need improvement) are in no way a substitute or an alternative to gainful employment in productive jobs.

Unless effective and successful policies and programs are put into effect, America in the 1990s and America in the year 2000 will be more and more polarized economically and socially, more and more unstable -- and will be operating far below its full potential in an increasingly competitive world economy.

AFL-CIO Action Program

There are no simple or easy solutions to the difficult problems of job creation and social progress in a high unemployment economy. Faster economic growth is necessary, both private sector action and public sector action are necessary. Collective bargaining has a role to play. But the federal government has a major responsibility and a major role.

Over the years the AFL-CIO has spelled out a comprehensive set of programs which would create jobs and attack the nation's serious unemployment problem.

* National economic policies -- fiscal and monetary -- aimed at full employment in line with the mandate of the Humphrey-Hawkins Full Employment and Balanced Economic Growth Act of 1978.

* Realistic trade laws and rational industrial policy to achieve job-creating economic growth with balance and diversity, international competitiveness, national security, and rising living standards.

* More adequate advance notice and assistance for workers and communities adversely affected by plant closings and major layoffs.

* Job-creating community development public service jobs with federal funds to put jobless workers directly on local government payrolls

and with federal "last resort" jobs for workers who cannot find jobs elsewhere.

* Accelerated public works as an investment in infrastructure to raise the nation's productivity.

*Human resource and productivity development through more and better education, training, retraining, upgrading, and upward mobility opportunities for all workers, both employed and unemployed.

*Anti-discrimination protections, including pay equity, affirmative action and outreach programs, to help women, black, Hispanic, and other minority workers.

* Higher minimum wage levels can assure a decent standard of living for the families of low wage workers and add needed consumer buying power to stimulate the economy.

*Reduce work hours per week and per year and higher overtime penalties can open up more job opportunities.

* Better matching of workers and jobs, including improvements and adequate support for the operations of the U.S. Employment Service system.

* Parental leave and day care for children of working parents.

* Minimizing, cushioning, and humanizing adverse effects -- and maximizing creation of good jobs -- from industrial, occupational, and technological change.

Education

America's schools -- for all their diversity and weaknesses -- are a key feature of our democracy. They offer an amazing range of opportunity to America's young people, not only in preparation for higher education but also in preparation for the world of work.

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Currently 85 percent of young people aged 25 to 29 years old have completed high school (normally 12 years of schooling). Half of these go on to college and half of those attending college complete four years and graduate. So we have 22 percent of the population aged 25 to 29 with college degrees.

But much more progress is necessary. We must not rest on what has been achieved. Blacks and other minority children too often do not get the kind of education they need. Too many find roadblocks and barriers to higher education. Too many get through school without enough science and math and too few pursue engineering in college.

The AFL-CIO supports a strong federal partnership and investment in public education. This means that Congress should maintain the federal government's major role in education and should continue its support for special programs including bilingual education and aid to the handicapped.

Chapter I programs providing educational enrichment for the disadvantaged should be expanded to reach more students in both elementary schools and high schools. Chapter I should also be enhanced to provide a pre-school education program to function alongside the Head Start program so that every child who is educationally at risk will be assured a good start in school.

The AFL-CIO is also urging Congress to expand opportunities for low- and middle-income students to attend college or to return to college for training to upgrade their skills. We also support Congress in its increased funding for vocational education programs that reach 19 million students. Congress has rightly refused to give up federal responsibility for vocational education and rightly rejected President Reagan's attempt to eliminate federal funds for vocational education.

Health Care

Throughout this century, the nation has made significant progress in developing drugs, technology and diagnostic tests to prevent, detect and eradicate certain diseases and extend the lifespan of its citizens. Unfortunately, the problems of health care inflation, inadequate access to services, an uneven quality of care show no signs of abating. While the nation spends 11 percent of its gross national product on health, a significant proportion of the population lacks any health care protection and many with coverage find that it is inadequate to meet their needs. In addition, senior citizens on Medicare are being prematurely discharged from hospitals, nursing homes are not being adequately inspected, and many patients are receiving excessive or inappropriate medical care.

The AFL-CIO remains convinced that the only way to assure that all Americans have access to quality care they can afford is through the enactment of a national health care program. Until that goal is won, we will work on a variety of fronts to fight cut-backs, to control costs and to improve health care services for all Americans. We support enactment of Minimum Health Benefits for All Workers legislation, which will require all employers to provide health care protection to full- and part-time employees as a condition of doing business, along with federal pre-emption of existing state laws requiring insurers to offer specific benefits or coverage.

We will also continue to urge states to pass cost containment legislation that will reduce the rate of increase in health care expenditures for all payors and distribute more equitably among hospitals the cost of care for the uninsured. The AFL-CIO will work for the development of state-

based programs that will reduce the incidence of unnecessary health care services and address the maldistribution of health care facilities and equipment.

The AFL-CIO supported enactment of legislation giving Medicare beneficiaries catastrophic health insurance protection and prescription drug coverage. We continue to support efforts to provide preventive care services to Medicare beneficiaries and will work for passage of legislation which would create a national system for delivery, financing and assuring the quality of long-term care provided to senior citizens and the chronically ill.

The AFL-CIO will work for more effective systems to monitor the quality of care provided to patients in nursing homes, improve nursing home staffing, training, wages and benefits and assure that the rights of all residents are protected. We will also support legislation to allow spouses of institutionalized Medicaid beneficiaries to maintain the income and assets necessary to continue to live a dignified and productive life.

The AFL-CIO will support legislation to provide the retraining and employment opportunities for workers, who currently provide health care services to institutionalized patients to deliver care in community-based facilities where they should be entitled to the same wages, benefits and right to union representation as organized institutional workers. We will work with community-based groups to preserve the high quality of institutional care for the developmentally disabled who are in need of inpatient treatment.

We will support efforts to adequately compensate hospitals, nursing homes and other health care facilities serving a disproportionate share of low-income patients. The AFL-CIO recognizes the special role of public

hospitals in serving everyone regardless of ability to pay. We will therefore work to insure the fiscal viability of public hospitals. The federation supports improving quality of care provided to Medicare beneficiaries by requiring hospitals to provide adequate notice to beneficiaries prior to discharge and to participate with patients' physicians in post-discharge planning. We also support bringing capital expenditures under the Medicare prospective payment system, establishing a national fee schedule for physicians, requiring physicians to accept the Medicare-determined fees and to include incentives within Medicare's payment system which will encourage physicians to more effectively manage the number and type of health care services provided to patients.

The AFL-CIO will continue to support initiatives to reduce the cost of negotiated health care benefits. We oppose efforts by employers to institute random drug testing programs. Although we support the objective of providing health care services to workers with alcohol and drug dependency, we believe that these issues should only be dealt with as part of a comprehensive health and safety program that preserves the privacy, rights and dignity of employees.

Conclusion

Mr. Chairman, education and health are many issues which affect America's ability to support, encourage, promote, and facilitate "attainment of fuller human potential." All these issues must be addressed so America can better achieve its fullest human potential. Thank you.

Senator PELL. Thank you very much, Mr. Roberts.

You struck on a very important point when you mentioned leisure. One of the purposes of education is not only to facilitate the ability to do a job but its purpose also is to enhance your powers of enjoyment of the increasing leisure time that our industrial society, will produce. This may not be what I am supposed to talk about, it sounds too esoteric, but that really is one of the very real purposes in my mind of education, even more so fifty years from now, than now.

How do you think the AFL-CIO would respond to a report from the commission that identifies techniques designed to promote the achievement of fuller human potential? In other words, from the viewpoint of the AFL-CIO it would mean that people could do more in less time, would that worry you or would you be convinced that the overall benefit is worth it?

Mr. ROBERTS. No, that is not a long-term concern that we have. Obviously we are concerned about people having jobs, and one reason we are concerned about people having jobs is because in our society the primary method of getting income is through work and jobs. But long ago—and it goes back to Sam Gompers who pointed out when asked what does labor want, and he said more, and then that was elaborated to more culture, more opportunities for people to cultivate their highest potential, curiously foreshadowing the language of your proposal here.

He also said we want to have more leisure for people to develop themselves, to enjoy leisure and culture to develop their highest natures. So we see not only an opportunity through technology for reducing the burden of physical labor but opportunities through advances in technology and social customs to reduce the hours of labor to make it possible for people to spend less time in formal work on the job, more time in the recreation and re-creation and enjoyment and education opportunities that are available.

Again, as one who has observed some of the many very benign outflowings from the grants that have been made by the National Endowment for the Arts and the National Endowment for the Humanities, it seems to me that this country is learning that the measure of our civilization is not simply in its quantity of output or even the quality of the economic goods that we put out, but a measure of a society, a measure of a civilization is the quality of the art and the culture that we create. And I think we have more opportunity to do that if we reduce the formal work hours. This does not mean that we are going to do less work. We may working smarter and better. But we will be spending fewer hours in the time formally designated for work and more time in education and cultural activities.

Senator PELL. Thank you very much.

Actually the reason that Senator Javitz and I created the Endowment for the Arts and Endowment for the Humanities, did the legislation, was just along the lines you are talking about. This was about more than 20 years ago, almost 25 years ago. It has gone beyond all our expectations and fulfilled a need that was recognized as existing at the time. We had to start out in a very modest way, I think $5 million was the first appropriation we had.

Mr. ROBERTS. Could I add one other thought? I notice that your proposal does not call for direct government financing. I think you are clearly looking to get contributions from the private sector. And on this my feelings are somewhat mixed because I feel if something is worth doing it is worth having full government support. At the same time I recognize that often the act of raising money enlists interest and so I want to suggest to you that your proposal is so important that I think on the face of it it would be worthy of government support without any private support, but having said that, I think the effort to enlist private support brings people into the picture and perhaps therefore seeking support from the private sector has a role also.

Senator PELL. There are two reasons why. First is just the reason that you suggested, that we might we thought create a wider constituency by doing it privately. And secondly, was a practical political thought that it is easier to pass something that does not cause the taxpayer anything than something that does. And I think that any new idea—this is a new concept—the initial step is the most difficult just as it was in the Endowment for the Arts that you mentioned earlier and the Endowment for the Humanities. The first step was the tough one, getting the principle established, foot in the door if you want, the nose of the camel under the tent, and then from there moving ahead.

Those were our two reasons. I would hope as time goes on that some of these questions of human potential would be more recognized officially by the government.

I noticed earlier, Mr. Goldbeck wanted to make a comment. I think he earlier mentioned something to do with creative altruism. He should bear in mind that in the early part of December there is going to be the award of the Temple prize for creative altruism and quite a celebration here, which is now being done on an annual basis.

Mr. GOLDBECK. To give credit where it was due, the comment on altruism was made by Mr. Harris——

Senator PELL. I am sorry.

Mr. GOLDBECK [continuing]. But I totally endorse what you both now are saying. And so I am glad that you put that comment on the record as well, because it is a celebration certainly worth noting.

Two things. One, the issue of funding, I believe very strongly that this effort should have its principal funds raised through private endeavor. By the same token I think that it would be entirely appropriate to have some element of the funding coming from the government. And also I think that would facilitate private funding as well. I have no doubt that having endorsed this approach at some point that is going to come back to me in the respect of a request to seek the funding for it. And I look forward to that request.

It is certainly easier to go to the chairmen of major corporations in the United States and their foundations and to say to them thus and such a commission has been created and some element of its funding provided by its supporters in the government, and now we are seeking a cooperative private sector contribution to work with that rather than to say an idea has been put out but they are going to go look to you for all the financing.

I do think there is a place to have a joint funding approach rather than only private, even if it is a symbolic amount of money rather than a significant one.

My other comment pertains to the issue of whether or not there were any good corporate examples of activities going on at the moment. Volvo is one of the companies that deserves a great deal of credit and study for what they have been able to accomplish with direct endeavors to enhance human potential.

I think in the United States one of the problems with seeking examples is language. There are very few corporate leaders who openly use the language of the human potential movement even though in fact they may be doing things and making investment decisions and training decisions and education decisions that are entirely consistent with the agenda of human potential. Their language is not consistent.

We have now accumulated evidence of companies that within the last several years have established benefit policies providing reimbursement and indeed in-house staffing support for programs of TM, of visualization, of support for reimbursement pertaining to hypnosis, the wellness programs which in less than ten years have gone from under one percent of U.S. worksites to over 65 percent.

I do not think there are three of those wellness programs that have ever been described in the language of the human potential movement. But some of them clearly are consistent with that set of values.

And so there is a broader base to work on than I think is generally recognized.

Senator PELL. I would like to completely concur in what you are saying because the language is what puts off those who are strangers to the idea, who might be sympathetic with different language. But I think the business of talking of "wellness" and "life ending" and some of these other phrases, which we here may understand what they mean, that these words or phrases may turn off other people. I think you are correct.

Someone in politics, like a liberal, is supposed to have long hair. So you can afford to be much more liberal with short hair, a crew cut sort of fellow can get away with very liberal ideas. I think it is the same thing with words.

Mr. Harris is an expert with words.

Mr. HARRIS. Mr. Chairman, we are talking about in kind of soft and squishy terms when there is a very real world out there where these ideas are being tested in a hard way every day. The Japanese lead in productivity is not something that is an abstract issue. And yet Peter F. Drucker's analysis like that of UCLA's William Ochi and most everybody who has really looked at Japanese manager says they even use an American idea of quality control mathematics, not just circles. Through this system, the Japanese reward the achieving worker and develop his or her talents in such a way as to produce huge advantage over America.

And I would like to ask Mr. Roberts if looking at data like that of Daniel Yankelovich—who has shown that year after year the American worker at all levels considers the reward system less and less responsive to either contribution or effort—should this commission look at very tough questions as to whether American com-

panies reward people in a way that gets their best work. It is very clear that the Japanese are leading us precisely because they do so.

And particularly I would ask Mr. Roberts about the children of blue collar people. If they do not get into college, they are on the way down the rest of their lives. The opportunity to develop the resources within them are being lost every day. If they happen to get into college, which gives them the capacity to take in new information, they are much better off, although I think we are falling way short of what we should do to develop college talent. It seems to me that this commission has reason to see its work as an urgent matter of national priority, not simply something we would like to have.

Senator PELL. I think Mr. Roberts would like to respond.

Mr. ROBERTS. Well, I think the point about compensation is somewhat misleading because compensation is very seldom the issue when it comes to productivity. I have often been on programs with business leaders, and I castigate them for their failures to make sure that they achieve productivity through a variety of ways. And compensation is usually not at the top of the list on ways that productivity can be improve.

Compensation is important, and obviously union folks are in their——

Mr. HARRIS. Let me use the word reward in a broader sense, which would include health support and educational systems.

Mr. ROBERTS. Yes. I think what we are driving at in this commission is really more likely to bring forth the ideas and the issues that are involved in motivating people, not simply to salute the company flag as they do in Japan or even maximize profits or improve the bottom line, which is an obvious interest of the business leaders, but it is to——

Mr. HARRIS. More, I would say, the financial leaders than business leaders.

Mr. ROBERTS. Yes. Again, I tend to find that the higher up in the corporate hierarchy, the wider the horizons of the business leaders, and also usually the bigger the companies, the wider their horizons are. And they become less concerned about simple bottom line issues and more concerned about creating an environment in which workers are sensing that they are respected and honored parts of a joint effort.

So I think, yes, we have got to learn to structure better our system of rewards and incentives and motivating factors. I certainly do not want to downplay the role of money because that is important. And it is probably even more important for the people who are at the bottom of the economic ladder in this country, the people who are in the very lowest paid and probably least prestigious work of the economy. So money is important, but I think these issues of motivation, incentives, rewards in a broader sense of creating an environment, and it sounds perhaps pretentious, but creating a work environment in which people can achieve their full potential.

Mr. HARRIS. But you would say that activity is urgent at this point?

Mr. ROBERTS. Oh, yes.

Senator PELL. Dr. Benson.

Dr. BENSON. Thank you. The concepts I have been speaking to and as have others at this table, namely how certain techniques, how certain bodily capacities are useful, for centuries have been presented in the language of religion, of spirituality, which by their very natures are very difficult to express.

But when our modern scientific tools have been brought to bear, we could confidentially say in translatable, understandable language that these techniques result in certain useful physiologic changes. What then happened was that people started to pay attention to these very techniques.

Now, a certain amount of credibility is gained by government support of such scientific studies. A study supported from the National Science Foundation, by the National Institutes of Health, carries with it more respect than does a study done and supported by private philanthropy. The reason for this is that the very nature of scientific peer review necessitates that there be consensus on the part of other scientists.

My point is that I think it is very important that we not rely solely upon private support, or even excessively on private support. I believe that we need governmental support from appropriate institutions to give the respectability and credibility to this most important venture.

Senator PELL. Just to argue with you there for a moment, do you not think a project that is supported by the Rockefeller Foundation, the Ford Foundation, has more credibility than a project supported by the federal government from the viewpoint of the general public?

Dr. BENSON. It depends upon the peer review system within those organizations. And certainly the Ford Foundation and the Rockefeller Foundation have set up such appropriation peer review panels. But the scientific standards generally are those of the National Institutes of Health and National Science Foundation and other such peer-review bodies. And by the sheer magnitude of their funding they command respect.

Senator PELL. Mr. Harris.

Mr. HARRIS. Mr. Chairman, could I ask Dr. Benson a question? We can see in the NIMH an extraordinary effort on depression. The children of the baby boomers have ten times as much severe depression as their parents did. In part that is because of their rising expectations of themselves. They try to achieve the "California self," an enhanced sense of competence.

In a very fascinating way the depression epidemic is a part of that reach. It is very tough to get a government agency to go beyond the medical model of depression and see it as related to rising expections. I would ask Herb Benson if he has not found that a combination of public and private efforts is essential when you are trying to go from the pathological to the potential. We need to work on both ends. We have a really tough problem to make the potential real enough that people see it as a normal part of their own right as human beings to develop fully. The purpose of a great democracy should be the development of a great people, and that this is exactly what is on line now. Yet it is hard to get it beyond the business of curing sickness.

Senator PELL. Dr. Benson.

Dr. BENSON. It has been my experience that in the initial phases of research that are the more creative aspects that private philanthropic funding is necessary. And again, such institutions as the Fetzer Foundation and individuals such as members of the Rockefeller family speak to that.

But when it comes——

Mr. HARRIS. Or a Senator named Pell, the pioneer type who might move it into the public sector before others understand its promise.

Dr. BENSON. Precisely. In other words, at the beginning of new projects, Mr. Chairman, research in supported often by individuals, by foundations, by other private organizations. But when it comes to the long term continuation of the research government funding is vital to sustain the effort.

Senator PELL. Mr. Goldbeck.

Mr. GOLDBECK. I really do believe that the answer lies in the mix rather than the either/or approach. I will just take a single specific example. NIH was willing to conduct demonstration programs for workplace high blood pressure control, with NIH taking the lead, WBGH was able to get major private companies, such as Ford Motor, to come forth, give their work force as study groups, and also contribute financially. And the results of the National Heart, Lung, and Blood Institute studies were then taken really as the gospel by the rest of the business community.

NHLBI in fact produced no evidence that had not already been available from a whole series of small studies by health care organizations, by other employers, by small private foundations, and by prestigious universities, not one of which ended up having the same credibility as the joint public/private leadership example where the government funding was involved.

There was no Congressional appropriation specifically for these studies. And I am not sure there has to be one to have appropriate federal funding vis-a-vis the commission. Surely the leadership of this respected Congressional Committee could suggest that various leaders of federal agencies might contribute grant funds for the accomplishment of specific research tasks of the commission would be more than enough to set this on the right track at an early stage.

I want to comment that there are three real world problems that we have not mentioned so far and should get on the record.

One is that the trends of employment in America is to small business. But it is to the large companies that we look for the kinds of decisions that from either a financial standpoint or a workplace standpoint will be particularly helpful to the estabishment of the commission. So, one of the major problems or tasks of the commission, particularly in dealing with the issue of creativity, is how do you reach small business? The record of product innovation in the United States is that it comes from small business. But the record of not serving employees human resource needs is often also more prevalent in small business.

A second current mitigating factor is this issue of mergers and acquisitions and the fact that currently so much of the economic success of business in the United States, particularly in publicly-held corporations, is predicated on how well you can sell a company, not how well you can run it. There is no economic incentive in

trying to make human resource investment decisions for 20 years from now if clearly the reward is predicated on being able to sell the company 20 months from now.

The third point is to look at the retiree population as a positive generational force for good and for creativity in the United States. We continue to look at our successes in aging as a failure or economic crisis. And in terms of the workplace, we now have workers being retired for more years than their total working life. That is going to—and really already does—create an impossible burden on Social Security, on Medicare, and increasingly those are people who will never have any private sector retiree medical benefits.

They are a generation without purpose in the United States. We are the first country to ever face that problem. And an agenda item for a commission such as this would be how to turn the human resources of those between 50–75 is 75–100 into a positive social economic force.

Senator PELL. Very stimulating thoughts. Thank you.

Mr. Schwartz has a comment.

Mr. SCHWARTZ. Yes. I am fascinated both by that thought and how it fits into T George Harris' thought already earlier: And it stimulated a lot in me to think that we are moving from the pathological to the potential, that most treatments by professionals involve dealing with pathologies. And it is very hard then to get a new language—which is one of the points that Mr. Goldbeck brought up earlier—that deals with potential.

I think about Maslowe, for instance, who said: Is it not time we stop using psychology only for the treatment of the bruised and disturbed, and took psychological insights and used them for the healthy? Now, this has some relationship in my mind poetically to your work with the National Commission on the Arts. And here we have a sense where there was no pathology involved, there was some poetic need to express a part of the American psyche in new ways and in a new arena.

And private support and public support both existed then and will continue to exist. And I am fascinated by the fact that this kind of discussion, that this kind of idea of human potential, has moved into the borders of possible legislation. And I consider it a marvelously hopeful evolutionary sign, particularly since your leadership in the arts and your leadership in this bodes well—for the fact that the funding sources will be a little difficult to figure out in the beginning, but in the end will probably be greater than you dared hope, as they were with the arts one.

And I do salute you, as I did at the beginning, and this whole commission, and all of us here, for saying it is time to start moving beyond the pathological, beyond the cure, into the potential in these various ideas and in the humans that are involved.

Senator PELL. I appreciate those thoughts very much indeed. I think with the arts it started out with Augie Hacksher just being an assistant to the President, and then he was succeeded by Roger Stevens, and then we got the legislation through. But these things always have to start in a very low-key way. That is why I think these hearings are so important. I think this will be the first hearing of this kind in the Congress, and one hopes that more will be done on it.

I would like to add in that regard that this hearing record will remain open for a couple of weeks for the insertion of any additional testimony and correction of any statements. It also will be printed. I hope we will gain a fairly wide distribution, and that these concepts will become more generally accepted.

In connection with the language in the bill, we can incorporate language mandating agency cooperation. Agency cooperation assistance and contributions to the work of the commission can be incorporated in the actual legislation establishing the commission even if there is no reference to money involved.

Another reason for not asking for money at this time is that it means you do not have to get it through not only this committee, where I have the good fortune to be the Chairman of the subcommittee, but you also have to get it through the Appropriations Committee, which could be much more difficult.

So I think it is best as is. I do not think we are going to get it through in this Congress either. But I think with the backdrop of the foundation of this day's hearings will make it easier in the early days of the next Congress to get this through.

I would like to add here my own thanks to Stephan Schwartz and Dick Gunther for their early stimulation in this regard, to my own colleague, Carole Taylor, who got me together with them and got us started on this, because without this I do not think I would have moved ahead. And also I would particularly thank Scott Jones of my staff who really was the Michelangelo of this whole hearing, and Dave Evans, who helped translate the thoughts into facts.

I think we have probably pretty well covered the ground. Any other thoughts that anybody would like to advance or criticisms, critiques?

Mr. HARRIS. We would all like to thank you, Mr. Chairman.

Senator PELL. We will include additional statements submitted for the record at this point.

[Additional material supplied for the record follows:]

Statement
by
Representative Henry A. Waxman

Senate Labor and Human Resources Committee
Subcommittee on Education, Arts and Humanities

Hearing on S.J. Res. 368
National Commission on Human Resources

Mr. Chairman, I commend you for holding this important hearing, and for bringing together such an impressive list of witnesses to testify on the establishment of the National Commission on Human Resources. As the sponsor of companion legislation in the House, I am pleased that these experts will have an opportunity to explain why the commission is such a worthy undertaking.

The National Commission on Human Resources recognizes that strengthening our values is just as important as increasing our nation's efficiency. As you know, the Commission will be dedicated to renewing the focus on ways of enchancing the quality of life for all our citizens.

Mr. Chairman, the language in this bill explains that the exploration of human potential is really a pursuit of ways to solve the problems that separate people, to strengthen world peace, security, tolerance and fundamental human rights. It is the search for methods to promote economic and social progress and well-being for all peoples. By identifying the tools and techniques for attaining fuller potential for individuals, the Commission will provide the American people with the knowledge, the opportunity and the discipline to promote personal excellence.

I firmly believe that there is a role for government to assist in research and education on techniques that promote the development of personal excellence and fuller human potential. To this end, I hope that the Commission on Human Resources, once established, will be successful in its efforts to establish a scientific advisory panel to promote the evaluation of technologies and procedures to develop fuller human potential.

Mr. Chairman, I particularly want to congratulate you on your outstanding work in the field of human potential development. Your intellectual curiosity and unending commitment to this idea, along with the tremendous efforts of your staff, have brought the concept of the Commission much closer to fulfillment. I am grateful for your work, and look forward to enacting this legislation in the next Congress.

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October 3, 1988

Senator Claiborne Pell
Chairman
Subcommittee on Education, Arts and Humanities
648 Dirksen Building
Washington, D. C. 20510

Dear Sir,

It was a pleasure to watch the hearings held September 29th on the proposed creation of a National Commission on Human Resources. I would like to add the following comments to the record of that hearing.

"The concept of optomizing human resources, of enhancing the potential for as many citizens of our country as possible, is a huge task, Furthermore, when the words "human resources" or "human potential" are used, the scope is so immense, those words so enticing but so vague that the Commission will have a difficult job to focus its energies sufficiently to move towards setting clear and implementable goals, and not merely developing a report filled with platitudes agreeable to all, but offering few specific recommendations. That unfortunate result would contribute very little towards the worthy objectives the proposed legislation sets for the Commission. One way to help clarify the path for the initial planning of the Commission is to divide the concept of human resources/potential into four areas:

1. The physical--how to obtain optimal physical health for as broad a segment of our society as possible. What are the evolving new insights into the mind-body relationship and what health enhancement techniques have been developed that could significantly improve the physical well being of millions of our citizens if this information was widely and authoritatively disseminated?

2. The emotional--how to obtain optimal mental well being for this same broad segment of society. This would include appropriate motivation, dealing with the acute psycho-social problems such as alienation, drugs and crime, plus new techniques which have been developed for dealing with the widespread problems of stress that infect us all.

3. The cognitive--how to enhance creativity, education and learning for the millions of citizens who, for a variety of reasons, cannot develop the proper relationship with the learning process that could move them along the opportunity ladder. Other techniques have been developed that can increase the intellectual capacities of even the most enlightened of our citizens.

4. The spiritual/value issues that are a part of the daily life of each citizen. Can altruism be taught? Can a national spirit of caring and mutual responsibility be encouraged?

The above shows one way of approaching the task of the Commission and is an effort to "get a handle" on what otherwise is so broad a concept that it is easy to drift away into a philosophical discussion, that while interesting, does not point

towards quantifiable and implementable goals that will fulfull the noble aims of the Commission.

To achieve the clear thinking needed for this Commission to fulfill its mission it will need a top quality staff and Commission members with vision, varied experience, and wisdom. In this regard I have a specific suggestion to offer. The current breakdown of members provides for two high school and two at-large members to be appointed by Congress. To obtain the quality of membership we need, and recognizing that the bulk of the members to be appointed are coming from clearly designated categories, I believe it is in the best interests of the Commission to have more flexibility in attempting to get members of superior ability who may not fit into a category, or where that particular slot is already filled. Therefore I would suggest that the high school slot be eliminated, and those places transferred to the at-large member classification. If it is felt that youth must be served, then I would suggest that issue be considered when making the appointments along with the request that members "shall reflect the diversify of population of the U. S." The increased flexibility this would create would be helpful in obtaining quality Commission members, and would avoid the risk of getting a high school student without the maturity or time availabilty to handle such an appointment."

Thank you.

Richard S. Gunther
Los Angeles, California

WRITTEN TESTIMONY

BEFORE THE COMMITTEE ON THE JOINT RESOLUTION

S.J. RES. 368 PROPOSING TO ESTABLISH

A NATIONAL COMMISSION ON HUMAN RESOURCES

SEPTEMBER 29, 1988

BY

DR. GLENN OLDS, PRESIDENT

JOHN E. FETZER FOUNDATION

KALAMAZOO, MICHIGAN

Honorable members of the committee, I am grateful to be able to offer testimony in support of this timely resolution proposing to establish a National Commission on Human Resources.

My name is Glenn A. Olds, currently president and chief executive officer of the John E. Fetzer Foundation, headquartered in Kalamazoo, Michigan. Its founder/benefactor, John E. Fetzer, early pioneer in radio and television, and and owner of the Detroit Tigers for many years, committed his considerable fortune--developed through a typical American Horatio Alger, Jr. story of hard work, sacrifice, invention, enterprise, and dedication to service--into a public foundation a few years ago to discover, support, and serve research, education, and action designed to enhance the integral development of body, mind, and spirit in maximizing human resources as a key to personal and global health and well-being.

At 87, Mr. Fetzer continues to provide vigorous leadership as chairman of the Foundation and the Detroit Tigers, confirming his practice of what the Foundation preaches; namely, every individual, given access to knowledge, mentor/models, opportunity, and the personal discipline and commitment, can substantially extend and improve the quality of one's life and offer that help to others.

Obviously, there is a clear connection between the mission and work of the Foundation and the purpose of the proposed commission. Mr. Fetzer asked me to leave the university world I have served most of a lifetime: on the faculty of Yale, Cornell, Northwestern, University of Denver, Garrett Theological Seminary, and Depauw University; and as the Executive Dean for International Studies and World Affairs of the State University of New York, then the largest university system in the world; president of Springfield College in Massachusetts where basketball and from where YMCA, scouting and youth-service

leadership evolved to serve the world; president of Kent State after the shooting to heal and restore that comprehensive State of Ohio University with seven campuses and over 30,000 students; and most recently the president of Alaska Pacific University, where for the past 11 years I have built a new kind of university for a new kind of world on America's last frontier, (private, no tenure, no majors, no departments or vertical organization, totally integrating body, mind, and spirit, campus and community, America and Asia, earning and learning), in an exciting new model to maximize human resource development, and with no tax dollars to help.

This odyssey has drawn me into public service under four U.S. presidents--two Republican and two Democrat--over 30 years in special tasks concerning human resource development.

In the late 50's, while still president of Springfield College, I responded to President Eisenhower's invitation to help establish the President's Youth Fitness Council. This was a time--some present may be old enough to remember--when the Kraus/Webber test of our youngsters across the nations revealed their physical fitness lagged far behind most nations of the world. Our college had been in the lead on this concern. Indeed, I had contributed a major chapter to the book of President Eisenhower's personal physician, Dr. Paul Dudley White, on Fitness For The Whole Family.

Because of Springfield's contribution over 75 years in training youth leadership around the world, and because John F. Kennedy was on our Board of Trustees, I was commissioned by President Kennedy and Sarge Shriver to help put the Peace Corps together, confirming the latent potential of human resources in the young and old to serve.

Following President Kennedy's tragic and untimely death, I urged President Johnson in his War on Poverty to consider implementing a domestic Peace Corps as part of that program. It was my belief that only the volunteer, whose job is to empower others and work one's way out of a job, could prevent the War on Poverty from creating a new profession to get rich off serving the poor. I was happy to join Sarge Shriver again as architect of VISTA in that major War on Poverty, which alas, we seem losing again in our time.* That program vindicated the conviction that helping create opportunities for the poor to achieve educational, personal, and job enhancement was a key to the way out of poverty, impotence, dependence, boredom and violence.

In the difficult days of our deepest involvement in the war in Vietnam in the late sixties, I urged the candidates for the U.S. presidency in 1968 to take a fresh approach to that intractable conflict through the Economic and Social Council of the United Nations. I argued that the Mekong Commission, involving all the nations of Southeast Asia, and early commissioned by the U.N., to bring some integrated

economic/educational/and social planning to the Mekong countries and Delta, which might provide a fresh handle and approach to that problem. After the campaign, I was asked by President Nixon to serve as U.S. Ambassador to the United Nation's Economic and Social Council from 1969 to 1971. In that role I helped to establish the United Nations Volunteer Service Corps (a global peace corps), to enhance human resource development through volunteer service around the world; fostered the first resolution to establish the United Nations University with Japan's first $100,000,000 pledge to get it started; and sought to integrate and enliven the major U.N. agencies devoted to economic and social enhancement serving human resource development around the world.

Finally, in 1986, I was urged by the people of Alaska, who cared deeply about human resource development that seemed to them being seriously neglected in our national priorities and Washington scene, to stand, or, I should say run, for the United States Senate from Alaska. I wanted also to demonstrate that if one had ideas and committed leadership, one could do it without much money. Obviously, since I am here on the opposite side of the table, I confirmed the cynic's observation that without money against an incumbent with plenty, it is almost impossible. I learned, too, that coming close counts only in horseshoes and hand grenades!

I have indulged, in what I trust may be an understandable and forgivable recital of personal biography, only to suggest that my testimony and concern in this area is long- standing: that I've tried to put my life where my mouth is: and that I have understood that national policy initiatives are absolutely essential, whatever one's partisan politics, if we are to make inroads in major social problems which root so centrally and frequently in human resources and their nurture, liberation, and empowerment.

I should like to address four central questions that will be basic to consideration of this legislation.

(1) Why is such a commission needed at this time?
(2) What is the present state of the art concerning human resource development?
(3) What new strategies are required?
(4) What new resources and opportunities can be enlisted for the task?

(1) Why is such a commission needed at this time?

If anything is clear in any comprehensive inventory of the issues facing our nation and world, it is that they root in human beings, their nature, problems, and possibilities. Clearly, our constitutional priorities and national experience affirm that people are our highest priority. Our Pledge of Allegiance, which has had much rhetorical attention of late if not understanding,

begins with "I" and ends with "all," affirming the anchoring of citizenship in a personal pledge and a universal access/applicability confirming human resource development is our central mission.

The Preamble to the Constitution, sketching the credo of our political faith, lays this priority out in clear design:

* to form a more perfect union:
  (a comprehensive unity of diversity in human rights, needs, talents and contribution)

* establish justice:
  (the human requirement to accord every person the right to life, liberty, and the pursuit of happiness, and protection under the law of these and other guarantees)

* insure domestic tranquillity:
  (acknowledging that it is in the family, street, and community where peace must first be established)

* provide for the common defense:
  (acknowledging that people,without protection of the law and the viability of nation and citizenship, cannot hope for survival much less fulfillment)

* promote the general welfare:
  (reinforcing the imperative that people cannot realize their promise if they do not enjoy the basic resources of food, shelter, education, job, health, and security. This was not left to private intention alone, but made a mandate of government.)

* secure the blessings of liberty:
  (which are the fruits of freedom in perfecting people, serving the common good, and realizing the full promise of human resource development)

I rehearse these intentions of our constitutional government because of late we have been narrowly restricting government's concern and role heavily to defense and economic policy, minimizing and reducing attention to the human resource side. This is reflected in national priorities and practice, in budget and preoccupation.

Yet, virtually every serious assessment of national need and opportunity stresses need for attention to these human resource factors.

The rash of recent critiques of our educational system flags decline in performance of human capability in comparison with other nations' emphasis and priorities, whether in the economic marketplace, scientific research in the human resource field, or inventive breakthrough and technology.

In the field of health, our national, state, per-capita investment, and mortality statistics have dramatically dropped in recent years.

In other indexes, reviewed by the resolution, it is clear there is widespread evidence of the need to link major personal and societal ills to the promise and possibility of resolution through an empowerment and enlistment of responsible human resource development.

What gets our attention, gets us. The slumbering human hunger to "take charge" of their lives and perform more effectively is widespread whether in the face of our physical performance in the Olympics, intellectual performance in school and work, or spiritual longing to find one's way in an ideological or moral wilderness.

What is needed is an incisive, decisive declaration that it is in the national interest to focus on human resource development in all its potential. Like a wind tunnel, it will "draw out" (the meaning of educate-educare) a comprehensive rallying response from the private and public sector, professional and lay alike.

(2) What is the present state of the art?

The Fetzer Foundation convened in June of this year a global conference on the theme, "Helping Heal the Whole Person and the Whole World." It drew some 850 professionals, researchers, educationers, practitioners and leaders from around the U.S. and world. It focused on the state of the art in what we know about maximizing the human resources--body, mind and spirit--in enhancing the health and performance of persons and planet. As the enclosed program attests, the speakers represented the cutting edge of what we know and what we do.

It is clear we know much more than what we do! It is clear that our research policy and institutional practice is organized vertically, narrowly specialized, focuses mainly on disease not health, intervention not prevention, and relies on the cult of the expert rather than empowering individual participation and initiative.

Yet, most promising research shows that attention to linkage, integration of the disciplines, attention to the role of individual consciousness and conscience, holds promise of major breakthrough. Linked to the information revolution, computer capability, and international access to research and practice, there is no reason why dramatic enhancement of personal and societal health, well-being and performance cannot be swiftly and comprehensively improved. And with increased individual initiative and responsibility, achieved at radically reduced cost.

(3) What new strategies are required?

A new shift in the scientific paradigm is emerging. It is becoming increasingly clear that the scientific methods developed to enhance observation, controlled experiment, and mathematical prediction in the measurement and mastery of the outer world of nature, its processes and power--important as they have been--require modification, expansion, and new methodologies for a more integral understanding of human consciousness, the reach and power of the mind, the wisdom of the body, and the efficacy of belief and value systems and motivation in human development.

We now know that new techniques in fields of bio-feedback, mind-brain orchestration, psycho-semantic immunities, and comprehensive learning techniques are dramatic in liberating human potential. Even in the fields of sport and physical performance, these techniques are pushing frontiers of capability beyond earlier imagining.

Sadly, cultural and institutional inertia and lag does not keep pace with the cutting edge of new ideas. Our national policy, institutes, and agencies are heavily locked into the old scientific paradigm now passing.

That perspective vertically and narrowly specialized with a heavy methodological bias toward the observable and physical is singularly ill suited to explore openly and easily the wider promise of an integrated and integrating self-legislating person, whose integrity and subjectivity is as marvelously designed and operative as the objectivity of its outer form and world.

What is needed is no sanctuary for quackery or undisciplined cults in the guise of opening up the human to a more comprehensive scientific understanding, but an open, honest extension of national policy and practice to the wider promise of these neglected aspects of human resource development.

Establishing a National Commission with this focus and mandate would invite and command fresh attention to the unplumbed potential for such development. It would press national institutes, research universities, and public policy out from the safe lagoons of hardened scientific premises and practice to a wider, fresher--albeit more turbulent--sea appropriate to the rich diversity and promise of whole persons and the whole world.

Any casual review of allocation of funds and national research policy will illustrate Bucky Fuller's telling phrase: we have been more concerned with "weaponry than livingry", defense than development, objects than subjects, power than perfection. What is needed is not substitution but extension: new perspective, not benign neglect.

(4) What new resources and opportunities can be enlisted for the task?

There are currently over 30,000 private and public foundations in America, over 900 in Michigan alone. They command and contribute over 93 billion dollars a year. But, as with public policy and institutions, they echo heavily the current practice and preoccupation. They reinforce the conventional rather than explore fresh new ground and opportunity. The National Commission could fuel fresh opportunity for their investment/involvement in this widened frontier.

Private corporations, permitted ten percent public philanthropy before taxes, languish pathetically, with the exception of those around one percent located in Minneapolis-St. Paul, and Cleveland. The magnitude of this gift dollar, encouraged by national policy, cannot be exaggerated. It is increasingly clear tha the loss in productivity, competitive edge in the marketplace and profitability is linked directly to human resource capability. It should not be difficult to call for a one percent contribution to whatever instrumentalities the commission might uncover or recommend from enlightened corporations to enhance private-sector involvement in implementing public policy. We have already discovered in research and development, job opportunity, and incentive tax policy how responsive they can be.

Public policy supporting national research, governmental agencies, and new initiatives can be readily altered to reinforce this needed area. A more appropriate percentage of federal grants to encourage research in these areas can be devised. An Urban Land Grant concept, comparable to the Morrill Land Grant Act over a century ago to establish the Land Grant Colleges for Agriculture and Mechanic Arts, could be devised, focusing on the science and art of human resource development.

The executive branch could be encouraged to expand this attention to all its agencies and functions. Present academies or institutes for human resource development, and the wider implications for citizen participation and enhancement, could be encouraged. It would be interesting to know what creative research/practice might come out of the service academies, the Foreign Service Institute, the Peace Academy, the experimental research institutes in the departments of Education, Health and Wel´are, to name but a few.

Finally, the Congress itself has already taken giant steps in this direction, in scientific and technical assessment, library and research resource enlistment, and creation of new incentives, structures, and priorities of national consequence. Present congressional leadership has the capability of imaginative new ideas and initiatives in this area. As president for many years of Bucky Fuller's International Design Science Institute, I used to delight in his annual appearance before

interested congressional committees and the Secretary of the United Nations in his impish innocent penetration of the promise of the future.

Like Newton of old, we are like children on the beach, mistaking the few grains of sand that slip through our fingers for the whole floor of the sea. A new world is a-borning, born on the wings of fresh ideas, new discoveries, technologies, and human potential. We are only beginning to see and sift through our hands.

It is an unprecedented time for a National Commission on Human Resources. We tip-toe on the brink of a new vision of human possibilities. Seldom could so much be done with so little for so many. It is time to write a new preamble to the human constitution, that embraces the whole person, body, mind, and spirit, and serving through them the whole world. Isn't this a true national priority?

There are many of us out there ready to help. Send up a flare!

Senator PELL. Thank you. Well, thank you very much, I thank you for being here. This hearing of the subcommittee on education, arts, and humanities is hereby adjourned.

[Whereupon, at 11:42 a.m., the subcommittee adjourned subject to the call of the chair.]

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